ANDOVER FILE

1993

Annual Report Town of Andover Massachusetts

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Reginald S. Stapczynski, Town Manager

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TOWN OF ANDOVER

1993 ANNUAL REPORT

PREPARED BY THE TOWN MANAGER PURSUANT TO THE PROVISIONS OF CHAPTER 40, SECTION 49 OF THE GENERAL LAWS OF THE COMMONWEALTH OF MASSACHUSETTS AND ARTICLE II, SECTION 4 OF THE GENERAL BY-LAWS OF THE TOWN OF ANDOVER

COVER PHOTOGRAPH:

1920 Horribles Parade -
Andover Street beside the
Ballardvale Fire Station

Courtesy of John Murnane

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TOWN OF ANDOVER
MASSACHUSETTS

Town Offices
Andover, MA 01810
(508) 470-3800

To the Honorable Board of Selectmen and Citizens of Andover:

The theme of the Town Manager's Recommended Budget for FY-1994 was "A Community Working Towards the 21st Century". Looking back on 1993, it is evident that this theme was woven through the events of the year. In support of this theme, the Town department heads drafted their own mission statements which were based on the vision statement crafted by the Board of Selectmen in late 1992.

Also supporting the theme of working towards the 21st century were the efforts of the School Building Committee. During the first half of 1993, the School Building Committee worked on plans for a new elementary school proposed to be located at Penguin Park off Burnham Road. That plan did not go forward, and mid-year the committee reorganized and received new educational specifications from the School Committee. The new plans called for a 400-seat addition to the Andover High School, a 141-seat addition to the South Elementary School and a small addition to the Sanborn School. By the end of the year, the planning for the additions and renovations at the three schools were well underway. The plans, if accepted by the voters at the 1994 Annual Town Meeting, would provide the high school and the elementary grades with sufficient space to greet the 21st century.

In 1992, the Towns of Andover, Arlington and Danvers banded together in a forward-looking program to institute training on total quality management. During the year, a Local Steering Committee was created made up of Town and School employees. They received basic training in total quality and were instrumental in the starting of two demonstration teams - one entitled "TIMES" (Take Ideas and Make Effective Solutions) and a Licensing Demo Team. The mission of the TIMES Demo Team was to develop an employee suggestion program that would allow the Town to take advantage of the expertise of our employees and turn their ideas into action. The mission of the Licensing Demo Team was to come up with process improvements on the way the Town Offices license food and alcohol serving facilities. Both of the demo teams received extensive training in the tools of total quality management and by year's end they were hard at work showing good results.

To demonstrate a commitment to the future adults of our community, the Town started the "Our Town" Youth Employment Service which employed twenty-nine teenagers and young adults who assisted in painting fire hydrants, painting municipal and school buildings, parks and grounds clean-up activities, as well as clerical work in the Town Offices.

The highlight of any municipal year centers around the Town Meetings. In 1993, the Town had two Town Meetings - the Annual Town Meeting in April and a Special Town Meeting in November.

At the Annual Town Meeting, a budget of $60M was approved. The Conservation Commission obtained approval for a $1.0M bond for the acquisition of open space land. The Town established a 350th Anniversary Committee. The Town Meeting also approved an Early Retirement Incentive Program for municipal and certain school employees. By the end of June, twenty employees had retired - ten were municipal employees and ten were School Department administrative and cafeteria employees. And last but not least, the League of Women Voters sponsored an article to eliminate the quorum for Town Meeting. This article was passed overwhelmingly.

At the Special Town Meeting in November, the voters appropriated an additional $819,599 for both the Town and School budgets - $129,400 for the Town and $690,129 for the School. This appropriation was the result of state aid allocations to Andover which was larger than anticipated at the time of the April Town Meeting. Another noteworthy action of that meeting was the appropriation of $500,000 for architectural and engineering services for the School Building Committee to proceed with the plans for the building project. These additional monies will afford the committee the resources to bring a comprehensive school addition and renovation plan to the voters at the 1994 Annual Town Meeting.

Other highlights of the year 1993:

- The Town filed a petition at the Department of Public Utilities requesting that train whistles be eliminated in the Town of Andover. A number of hearings were held during the year and as of December, the hearings were not completed.

- Sharon L. Souza was appointed Coordinator of Senior Services in March. It did not take her very long to make her mark. In April, Ms. Souza was informed by the State Lottery Commission that the weekly Bingo games were in violation of State law mandating that Senior Citizen Bingo pots may not exceed $5.00 per game. Ms. Souza went right to work and contacted our legislative delegation which filed an amendment to that law. The law was passed by the Legislature, signed by the Governor and now the seniors can participate in games with winnings up to $100.00 per game!

- The Board voted to make improvements to the traffic design at Shawsheen Square. These changes have been submitted to the

Massachusetts Highway Department and we anticipate approval so that modifications can be completed in the spring.

- Two key bridges were repaired during the year. The Central Street bridge was closed for structural reasons in September, 1992 and it was opened in June, 1993. The Stevens Street bridge was closed in July, 1993 and its repair work was completed in November.

- The Town made history in 1993 by being the first community in the Commonwealth to competitively bid an advanced refunding of municipal bonds. The Town will save $391,000 over ten years.

- In December, the Board of Selectmen voted to classify the tax rate. The Board shifted the tax levy 135% from residential to commercial, industrial and personal property. The residential real estate rate went from $14.10 to $15.14 and the commercial, industrial and personal property real estate tax rate went from $18.36 to $22.78.

The year 1993 was one of accomplishments for the Town. We witnessed a number of programs that exemplified "A Community Working Towards the 21st Century". The Selectmen have listened to our residents and have provided them with the quality public services they expect. This could not have been accomplished without the leadership and support of William T. Downs, Chairman of the Board of Selectmen, the members of the Board, and volunteers who serve on all of the Town's boards, committees and commissions. The high quality of public services that we deliver are performed by our hard-working department heads and employees. It is through the professionalism and dedication of each and every individual employee that Andover has become a community striving to be the best now and in the 21st century. Thank you for your continued support during 1993 and I look forward to the challenges of 1994.

Respectfully submitted,

Reginald S. Stapczynski

Reginald S. Stapczynski
Town Manager

TOWN OF ANDOVER
MASSACHUSETTS

Dear Citizens of Andover:

The year 1993 has been a very challenging year for the Board of Selectmen and overall I feel that the Board has met most of these challenges in a very professional and expedient manner.

As a result of the March 1993 election, the Board of Selectmen welcomed the return of William T. Downs to the Board for his third three-year term. As usual, the Board reorganized and elected Selectman William T. Downs as Chairman, Selectman Larry L. Larson, Vice President, and James T. Barenboim, Secretary.

This is a very diversified and knowledgeable Board and through this diversity and knowledge the Board has been able to make responsible and fair decisions. Although we disagree at times, it has been a very productive year for the Board.

In the year 1996, on the sixth day of May, the Town will celebrate the 350th anniversary of it's incorporation. A committee has already been formed and are well on their way with plans for a celebration fit for this special occasion.

Due to the foresight and planning of the many boards and committees in conjunction with the new Capital Improvement Plan, I feel we are heading in the right direction toward the 21st Century.

I would like to take this opportunity to thank the Board, the Town Manager, and all other town boards and committees for their sincere cooperation during the year and look forward to the same cooperation during the coming year.

The Board commends all of the Town employees who are responsible for the smooth operation of the Town of Andover on a day to day basis and to let them know that the Board of Selectmen appreciate their contribution and their unselfish efforts.

Last and certainly not least, the citizens of the Town of Andover should be commended for their active participation and interest in the affairs of the Town.

The Annual Report of the Town of Andover for 1993 is an extremely important document that gives an overview of the events of the year and should be of great interest to all taxpayers.

Respectfully submitted for the
Board of Selectmen,

William T. Downs

William T. Downs
Chairman

ANDOVER PUBLIC SCHOOLS

36 Bartlet Street
Andover, Massachusetts 01810
(508) 470-3800 x401
FAX (508) 475-8493

SCHOOL COMMITTEE:
Susan T. Dalton, Chairperson
William J. Huston, Jr., Secretary
Susan E. Jenkins
Mary Kelvie Lyman
Richard R. Muller

DR. MARK K. McQUILLAN
Superintendent of Schools

ANNUAL REPORT

Andover School Department

Serving a student population of approximately 5,120 students, the Andover Public Schools consists of four elementary schools, two middle schools, an academic high school, and K-2, Integrated Primary School. The Andover School Department employs 484 staff members, and it is overseen by five School Committee members who meet twice each month. The appropriation of $23,412,810 for the Andover School Department last November marked the conclusion of a year's debate over the purposes, goals, and hopes of the Education Reform Act of 1994. The sweeping changes introduced by this bill--changes in school financing, curriculum and instruction, school governance, and student discipline-- are already being felt in every school system throughout the Commonwealth. If anything, 1993 was as much a year to anticipate and respond to the pending legislation, as it was a year to continue with the broad initiatives started last spring on school construction, building renovations, curriculum renewal, and long-range planning for changes in our secondary schools. 1993 began with a contract settlement with the Andover Education Association, after several difficult months of negotiations; it was capped by the passage, in the November Special Town Meeting, of articles calling for the elimination of student bus fees, and for funds to secure architectural drawings for a 400 student addition to Andover High School.

School Committee

The Andover School Committee welcomed a new member last March with the election of Mr. Richard R. Muller. A life-long resident of the Town of Andover, Mr. Muller is a 1970 graduate of Andover High School, and the University of New Hampshire where he excelled both as a student and an athlete. Mr. Muller was actively involved in

the passage of $2.4 million bond article for building repairs in October, 1992. He is currently Vice-President of Sales and Marketing at *Omnirel* in Leominster, Massachusetts.

With the arrival of Mr. Muller, the School Committee elected Susan Dalton as Chairperson, and Bill Huston as Secretary and moved to define its goals for the 1993-1994 school year. To these ends, the Committee stated its intentions to:

(1) Develop a long-range financial plan for FY`94-FY`00, to coordinate with the Town Manager's Annual Capital Improvement Plan.

(2) Collaborate with other Boards within the Town to address concerns with building maintenance, school construction, and financing.

(3) Review the effectiveness of Andover's secondary curriculum and its delivery.

(4) Redefine the direction and assumptions for instruction and staff training for technology.

(5) Develop a comprehensive school construction and renovation plan to relieve overcrowding at Andover High School and Andover's elementary schools.

With these goals defining its agenda for the 1993-1994 school year, the Committee:

- Voted to revise 7/1/92 educational specifications sent to the School Building Committee to include the use of Shawsheen as part of the School Department's space inventory.

- Developed new educational specifications for South and Sanborn Elementary School, and Andover High School.

- Requested the Town Manager to form a new School Building Committee to develop solutions to overcrowding in our elementary schools and at Andover High School.

- Presented a Preventive Maintenance Program to the Board of

Selectmen and Finance Committee for implementation in October, 1993.

- Participated in the search for a new Assistant Superintendent of Schools and Business Manager.

- Concluded contract negotiations with all seven of its bargaining units, while retaining the services of Morgan, Brown & Joy.

- Attended workshops on collective bargaining sponsored by the MASC.

- Participated in workshops sponsored by the Department of Education on the Education Reform Act of 1993, to address policy revisions, municipal financing, and school-based management.

- Developed policy guidelines for School Councils.

- Voted to *reject* the provisions of School Choice, as provided in the Education Reform Act.

- Held public forums to discuss the educational and policy implications of teaching of AIDS in the curriculum and of condom availability.

- Held public forums to discuss the implications of leveling and ability grouping in our secondary schools; and of the School Department's position relative to the full inclusion of special needs students.

Notable Accomplishments

As a result of this work, the Committee selected Mr. Richard Neal and Ms. Gail Zeman as the School Department's new Assistant Superintendent and Business Manager. In addition, the Committee helped secure passage of additional planning monies for architectural designs for Andover High School at a November Special Town Meeting; successfully worked with the Board of Selectmen and Finance Committee to resolve the financial impacts of State Aid to schools brought about by Education Reform; and approved final plans for the presentation of a comprehensive building plan for April Town Meeting.

Central Administration

To support the goals of the School Committee, the Superintendent completed work on last year's Action Plan, and submitted his Action Plan for 1993-1994 in October. Several initiatives were completed by the Superintendent and Assistant Superintendent over the course of the summer and fall. These included:

- Implementation of the newly formed Staff Development Commission.

- Implementation of the Curriculum Renewal Plan; orientation training for Curriculum Council members; and the revisions and introduction of several new courses to Andover High School's course catalogue.

- Implementation of a new elementary Social Studies Program K-5.

- Orientation workshops for Department Heads, and Teachers on Assignment over their roles in curriculum renewal and Curriculum Council.

- Preparation of research articles and reports to discuss community concerns over leveling and inclusion.

- Completion of final drafts of Andover's Vision and Mission statements, to be brought before the Andover community this spring.

- A "School Councils Seminar", for parents, teachers, and staff on the role of school councils.

- Orientation and planning sessions for Central Office employees to improve communication, collegiality, and efficiency.

- Implementation of a new evaluation system for custodians.

- Continued participation in Total Quality Management training.

- Preparation for the first annual Youth Town Meeting for April.

- An all day, teacher Inservice Program addressing violence prevention in schools. This workshop, "Respect, Not Violence," featured District Attorney Kevin Burke, Lin J. Dawson, and members of the Anti-Defamation League.

- Successful participation and preparation for the Special Town Meeting in November.

Notable Accomplishments

This year has been marked by persistent work to supervise the general maintenance and preventive maintenance of our school buildings; a successful "Needs Conference" with the Department of Education, verifying its financial support for classroom additions and renovations to Andover High School, South and Sanborn Elementary Schools; early development of the School Department's budget for FY'95; and successful implementation of the many new regulations surrounding Education Reform, including a no smoking policy, ground rules for student expulsion, school improvement plans, and personnel hiring.

Business Department

In January, 1993, long-time Business Manager, Frank Paul, retired. School Accountant, David Reilly served as interim business manager before moving to the Town side to become Treasurer/Collector in September. Gail M. Zeman assumed business management responsibilities for the district, and Peter Korpusik joined the department as Accountant. In November, Accounts Payable Clerk, Barbara Campagna, retired and Joanne Kempton moved to the Food Service Department, as Kathy Gilmore and Phyllis Case joined the staff. The following achievements resulted from the department's efforts this year:

- A new payroll system was installed in July, 1993, in order to provide a more accurate level of payroll and reporting services. Weekly, monthly, quarterly, and annual reports, as well as all paychecks and W2's, are generated on this system. The business department is continuing to develop networking capabilities between the new payroll software and all other software elements, to fully utilize the district's electronic data processing options.

- In addition to assisting the finance department with payroll, the Computer Center provides data processing services for the entire district for personnel, accounts payable, financial reporting, student registration, attendance, class scheduling, mark reporting, transcripts, and child tracking. Laser printers are currently being installed at all elementary schools in order to eliminate the time lag between data entry and receipt of reports.

- Spring bidding of the regular transportation contracts, which run on a three-year cycle, resulted in significantly decreased transportation costs to the Town for the twenty-four buses used each day. Following substantial discussion, the School Committee responded to a Fall Town Meeting advisory vote by eliminating transportation fees as a revenue source, beginning in the 1994-1995 school year.

- The Copy Center continued to serve the needs of all schools, central Office, Town Hall, PTO's and others with the production of over four million copies.

- The Finance, Accounting, and Purchasing group is engaged in budgeting, purchasing, paying for, reporting and auditing the expenditures for all educational and support services funded by the $23.4 million FY' 94 appropriated budget, and 43 grant and revolving accounts.

- The Food Service Department served about 240,000 lunches during the school year in all eight schools, as well as about 14,600 meals year-round at the Senior Center, through Meals-on-Wheels and at the Professional Handicap Center in Andover. The Department also operates a seven-week summer lunch program for a variety of children's camps and supper activities. Through a combination of low meal charges, federal and State subsidies, and occasional catering to school and Town groups, this department operates without direct cost to the Town of Andover.

Notable Accomplishments

The Business Office assisted building principals in overseeing building operations and custodial services and worked with the

Department of Municipal maintenance on a large repair and upgrade project at West Middle School, among many maintenance and repair efforts. Ms. Zeman has, finally, successfully integrated several new citizen into the Ad Hoc Committee for Finance. Together with the Superintendent, they are evaluating operating budget allocations and working on a long-range financial plan for the schools.

Personnel Department

With the passage of the Early Retirement Bill, the number of town and school retirements reached an all-time annual high. As a result, the Personnel staff spent much of the summer and fall involved in the recruitment of professional personnel for some of the Town's key positions. These included:

- A new Director of the Senior Center
- A Library Director for Andover's Memorial Hall Library
- A new Treasurer
- A new Inspector of Buildings, and a Director of Municipal Maintenance.

The department also coordinated searches for an Assistant Superintendent of Schools, a School Business Manager, and a School Accountant as noted above. Numerous other staff have been hired to replace some of our recent retirees including three new police officers and three new firefighters. On the recruitment front, we've been busy!

Notable Accomplishments

Personnel continues to be involved in staff development and training programs. Last spring, five supervisors participated in an extensive supervisor training program sponsored by the Department of Personnel Administration. This year, a variety of customer service training programs were offered to general government, library, and school business staff; sexual harassment training and affirmative action training was offered to department heads and other supervisors; and the Benefits Assistant coordinated annual benefit seminars for all staff and retirees. The Personnel Department has also supported regional and local efforts in sponsoring training programs in Total Quality Management.

Under the direction of our new occupational health provider, the

Hepatitis B program has now been offered to all town and school staff at risk for this virus. The town has also recently contracted with a new employee assistance provider, Family Service of Greater Lawrence. 1994 will be full of many wellness programs.

Other Achievements

Schools and Programs

As a system, the Andover Public Schools has continued to provide quality services to all students. Program innovations, instructional initiatives, and collaboration with parents and citizens have all characterized the effort of our schools. Despite increasing enrollments and tight budgets, much has been achieved:

Andover High School

- Most recent SAT scores increased 29 points over the previous year registering our highest computed scores since 1968. Over the past two years, there has been a 50 point increase in these scores.
- In the 1993-1994 school years, students have been involved in community service projects at more than 20 different programs. As a result, approximately 8,000 hours of volunteer service in the Merrimack Valley have been completed this year.
- Administration, faculty, staff and students have participated in developing, with the architects, the plans for the high school Building Program.

Doherty Middle School

- Supported by parent fund raising, Doherty provided after school activities (Math Enrichment, Aerodynamics Science Program and Sports) for a third (33 1/3%) of the student population each term.
- Promoted achievement through a new homework policy: (a) Homework Assignment Books (same book for all students-all grades; (b) Homework Hangout (students are supervised by parent volunteers after school in the McGrail Media Center); (c) Homework Honor Roll (more than half of our students qualify each term).
- Student activism was highlighted: (a) Community Services as part of our Enrichment Program.; (b) Clothing Drive; (c) Food Drive; (d) Walk for Hunger; (e) Andover's Cancer Walk; (f) support for the Daybreak Shelter in Lawrence.

West Middle School

- Major renovations to the school were started in July, 1993.
- Continued growth and development of Advisor-Advisee program.
- Enhancement of interdisciplinary instruction among teams, through PALMS training.
- Second annual West Fest in October

Bancroft Elementary School

- "BE A LEADER PROGRAM" emphasizing kindness, learning, and safety was implemented.
- Student quarterly self-assessments to accompany report cards started.
- "FAMILY FUN SCIENCE FESTIVAL" to kick off emphasis on science, held in November.

Sanborn Elementary School

- Over 80 regular classroom volunteers were enlisted.
- Active Student Council involving all students in Grades 3-5.
- Over $8,000 was raised to add new equipment to the playground.
- Numerous civic projects including Wingate Nursing Home partnership and Project Childreach.

Shawsheen Integrated Primary

- All Shawsheen students (Pre-K through Grade 2) participated in an original production of Finally An Orchestra by Regina Stein at the Collins Center. This theatrical production involved extensive integrated cooperative writing and art activities among the grades.
- With the help of the Shawsheen P.T.O. parents, Shawsheen's kindergarten enrollment increased by 40% - from three to five classes.
- Completed building improvements included carpeting and installation of floor tiles, roof coping, drains, and windows.

South Elementary School

- South 1993 Schoolwide Theme: "Community of Learners". Over 200 parents are involved in volunteering their expertise in classrooms

and clubs.

- Professional Development Supported by P.T.O. Example: Science training for South teachers at Merrimack Education Center.
- Enrichment: 232 children involved in Before School Program; 30 involved in Genetics Institute Program; 48 students involved in Fun Pages; 9 students involved in WBZ Kids Company, 56 children involved in Odyssey of the Mind; and 35 students involved in May Olympiad.
- South's 35th Birthday Celebration. Fall assembly welcomed back 456 children and 49 staff members.

West Elementary

- Grade 4 students did well in the annual Stanford Achievement Tests. On average, fourth graders at West scored more than a year above grade level on each of the subtests.
- More than 250 parents participated in the volunteer program this year.
- A cafeteria mural, paid for by the P.T.O., and painted by Susan Rogers of the Greater Lawrence Vocational & Technical School, now decorates the cafeteria.

Athletics

- 62 teams - 29 varsity - 33 sub varsity, 1200-1300 students on roster annually.
- Boys' program finished first in the state in won-lost records for 1993 .
- Boys and girls finished 3rd overall in the state in won-lost record for 1993 .
- Recipient of the prestigious Dalton Award, in recognition of the highest achieving Athletics program in Eastern Massachusetts.

Fine Arts

- Marching Band placed first in New England Scholastic Band Competition the second year in a row.
- Eight high school students chosen for All State auditions.
- Thirteen students performed at Senior District Festival - Gordon College, Wenham, MA.
- Fourteen students will perform at the Jr. District Festival - March 11 and 12th, Gordon College, Wenham, MA.

Health

- Compilation of student (495), community (270), employee (187) health risk behavior surveys and presentation of the data at the Community Forum on AIDS Awareness.
- Systemwide training of all school employees on Universal Precaution Procedures and HIV infection (10 training sessions, 550 participants).
- Staff Development, parent education and implementation of a K-5 Child Abuse Prevention Curriculum serving 2,700 students.
- Application and award of $142,000 Tobacco Use Cessation Grant which will fund a Youth Services Coordinator, a Community Health Education Program, Student Assistance Program Coordinators/Counselors at each middle school, and a building proctor at Andover High School. The grant will support comprehensive health education curricula, staff training, parenting education, and youth support/counseling.

Physical Education

- Results of the "President's Challenge" fitness test reveals that students improved their overall score in seven of the ten age groups tested systemwide.
- 480 (13%) students received the President's Award for scoring in the 85% in all test items.
- 8 of 19 staff members are involved in Physical Education Curriculum Steering Committees and Steering Task Forces.
- Expansion of the high school Project Challenge continues.

Special Education

- During the 1992-1993 school year, 627 students (12.4% of our student population) received an estimated 119,890 hours of direct special education services within our schools. On average, each student received 70 minutes of special needs teaching daily.
- 27 of the students in the graduating class (June, 1993) received special education services during their senior year. Of these students, 70% went on to college or to post-secondary education.

Technology/Media

- Over 2,124 books have been added to the eight media centers this past year.

- Steering committees are working this year under the direction of Technology Teachers on Assignment to develop a five year plan for the integration of technology and media.
- The use of education MCET satellite television programming has increased at all of the schools.

Respectfully submitted,

Mark K. McQuillan

Mark K. McQuillan, Ed.D.
Superintendent of Schools

FINANCE DEPARTMENT

The mission of the Finance Department is to build and reinforce confidence in Town financial management by managing and planning all financial functions in an efficient, cost effective and responsive manner. Our mission is accomplished through a collaboration of team efforts which provide departments and the public with the necessary information to record and assure accuracy, accountability and justification.

The Town Manager's Recommended Fiscal Year 1994 Budget was released on January 15, 1993. During the months of January, February and March, approximately twenty meetings were held with the Board of Selectmen, Finance Committee and department heads to review the budget and warrant article requests and prepare recommendations for the Annual Town Meeting.

In early April, the Finance Committee Report was mailed to 10,827 households. The Annual Town Meeting was held on April 12, 1993 and the Fiscal Year 1994 operating budget (Article 3) was adopted in the amount of $57,128,907. This budget was an increase of 4.6% from the fiscal year 1993 operating budget (Article 4) of $54,638,594.

As has been the case in previous years, delays by the state in voting the state budget and the revenue allocations to cities and towns required Andover to hold a Special Town Meeting in the fall.

On October 25, 1993 the Finance Committee mailed its report to over 10,800 households. The Special Town Meeting was held on November 8, 1993 and appropriated an additional $690,129 to the School Department and $129,430 to Town Departments. In addition, funds were appropriated to the Library for the acquisition of books and for state funds received for the operation of the regional library system.

In June, the Town issued $4,100,000 in General Obligation Bonds for the following purposes:

$ 965,000	Water mains and pumping station
100,000	Sidewalks
220,000	School building plans
415,000	MRI Court judgement
2,400,000	School renovation projects

Moody's Investor Service rated these bonds as AA and the interest cost of 4.10% was the lowest rate since 1966.

In November, the Town performed the first ever municipal competitive advance refunding in Massachusetts to take advantage of low interest rates. The Town refunded $8 million in previously issued debt (primarily water and sewer projects undertaken in the mid-80's) at an interest rate of 4.5%. This refunding will save

the Town $391,000 over the life of the debt (from FY95 through FY2010).

The Andover Cable Advisory Committee met monthly to discuss matters involving TCI Cablevision of Andover and its services to Andover customers. The new Cable Act of 1992 passed by Congress in early 1993 has re-established rate regulation and other cable matters. In Massachusetts, the Massachusetts Community Antenna Television Commission (MCATC) is legally responsible for rate regulation. The Andover CAC monitored the new Act and worked with TCI and MCATC on its implementation. This process will continue into 1994.

The Town Manager released the FY1995 - FY1999 Capital Improvement Program in October. Approximately $51 million in Town and School projects were recommended. Meetings were held with the Board of Selectmen, Finance Committee and School Committee. In December the Board of Selectmen adopted a revised CIP subject to future discussion and information.

The following chart shows the total Town budget for FY1991 - FY1994. This budget includes appropriations voted by the Annual and Special Town Meetings and other expenditures not requiring appropriation. The final FY1994 Budget was $60,638,805.

ASSESSING

During 1993, the Assessing Division undertook a number of very important projects to meet state requirements regarding assessments while also enhancing public services. A complete re-inspection and revaluation of all property within the Town was completed. All property owners were notified by mail and the Assessors office held personal meetings with any taxpayer to discuss their valuation.

As part of this process, the Board of Assessors installed a new computer property assessment system for the maintenance and updating of all property records. Tow computer terminals have been placed on the counter for use by the public to research information regarding assessments, property and sales data. These easy-to-use terminals have been enthusiastically accepted by residents, real estate agents, attorneys, etc. as a very helpful tool.

REAL AND PERSONAL VALUATIONS	FY92	FY93	FY94
Accounts Assessed:			
Real Estate	10,491	10,487	10,701
Personal Property	327	388	352
Valuation:			
Real Estate	$2,760,563,200	$2,718,399,200	$2,575,846,778
Personal	$42,454,507	$48,558,421	$48,341,050
Total Valuation:	$2,803,015,707	$2,766,957,621	$2,624,187,828

REAL AND PERSONAL TAX LEVY	FY92	FY93	FY94
Tax Rate: Residential	$13.26	$14.10	$15.14
Tax Rate: Commercial, Etc.	$17.37	$18.36	$22.78
Tax Levied:			
Real Estate	$39,842,401.19	$41,432,382.67	$43,174,418.31
Personal Property	$737,400.15	$891,532.61	$1,101,209.15
Total Tax Levied:	$40,579,801.24	$42,323,915.28	$44,275,627.46

MOTOR VEHICLE EXCISE TAX	FY92	FY93	FY94
Motor Vehicles Assessed:	28,136	27,154	28,325
Total Excise Tax:	$2,164,917.63	$2,155,411.15	$2,274,683.88
Total Abatements Granted:	66,679.88	87,071.05	74,405.51
Excise Tax Rate:	$25.00	$25.00	$25.00

CENTRAL PURCHASING

During 1993, there were approximately 1,719 orders processed for the Town and 2,530 orders processed for the School Department. Approximately 45 bid openings were held as well as 5 Requests for Proposals. The continued use of State bids and contracts has proved to be beneficial to the taxpayers of Andover.

Under Massachusetts General Laws, two or more political subdivisions may jointly purchase a single item or a wide range of goods and services such as: paper products for copy machines, police vehicles, road salt, chemicals, fuel oils, vehicle fuels and supplies.

Some examples of major bids put out by Central Purchasing in 1993 are as follows:

- Finance Committee report
- Sidewalks
- Sewers
- Water mains
- School supplies and equipment
- School Lunch (7 items)
- Highway Division equipment
- Miscellaneous road materials and concrete pipes
- Painting of road markings
- Surface water drainage
- Office supplies, equipment and furniture

The Office of Central Purchasing is responsible for contract compliance regarding Andover's Affirmative Action Plan, and insurance coordination and risk management for all Town and School departments with the exception of health and personal insurance which was handled by the Personnel Department.

Areas of importance in the early 90's where Central Purchasing and insurance coordination were able to save dollars for the Town are as follows:

- Collaborative bid on Gasoline & Diesel Fuel involving 12 towns
- Collaborative bid on Fuel Oil (#2 & #4) involving 7-10 towns
- Collaborative bid on copy machine paper involving 7 towns
- Collaborative bid on Student Insurance involving 5 towns
- Introduction of a new catastrophe Accident Medical Insurance/or Interscholastic Athletics
- Coverage for all Interscholastic Athletics and Band activities
- Introduction of various other insurance coverages available to students throughout the year
- Contracts for various major projects throughout the Town
- Creation of Safety Handbook for all Town and School employees
- Establishing safety programs for all Town and School employees
- Updated Workers Compensation packet of procedures and applicable forms by Elaine Shola who personally explained contents of packet to each school and Town department
- Update of Purchasing Guidelines to match Massachusetts General Law 30B
- Introduction of various programs to the advantage of the Town and School employees

	1990	1991	1992	1993
Town Purchase Orders:	1650	1817	1661	1719
School Department Orders:	9000	3111	2690	2530
Town Requests for Payment:	3500	3800	4151	4398

COLLECTOR/TREASURER

The Collector/Treasurer's Department is responsible for the collection and disbursement of all Town monies including trust funds, department receivables and borrowed bond funds. Myron H. Muise, Collector/Treasurer for 26+ years, retired in June, 1993. David J. Reilly, former School Accountant for the Andover Public Schools, was hired in August, 1993 as the new Collector/Treasurer.

Real & Personal Taxes:

1989	1990	1991	1992	1993
$33,725,000	$34,708,000	$37,047,000	$40,002,000	$42,144,771

Motor Vehicle Excise Taxes:

$ 2,329,000	$ 2,209,000	$ 1,997,000	$ 2,197,000	$ 2,143,372

Total Collections through the Treasurer's Department:

$43,625,000	$44,199,000	$48,697,000	$50,728,000	$55,004,236

DATA PROCESSING

During 1993, the Data Processing Division continued to maintain, customize and improve the existing application software on the Town's centralized computer system.

In order to increase the efficiency and comprehensiveness of applications in the Finance and Budget Department, several of the financial-oriented applications were enhanced. The municipal lien certificate application was updated to automatically alert the lien clerk if deferred taxes are owed on the specified property. The calculation and input of water, sewer and street betterments have been automated. The printing of all personal property tax bills and all real estate demand bills were printed in-house on the Town/School laser printer which eliminated outside contract fees.

There were two projects during the year which involved substantial staff time in order to assist the Town Clerk and other departments: address consistencies in major databases (Town Clerk, Assessors, Police - E-911) and redistricting (Town Clerk and Community Development & Planning). The Data Processing staff, along with staff from the Town Clerk's office, considered purchasing a new software package for the recording of census and voter data. At that time, the decision was made to continue with the current in-house software with some modifications. Some of these improvements have been completed by the Data Processing staff and have been very well received by the Town Clerk's staff.

VETERANS SERVICES

Nineteen families were assisted in 1993 with funds to help pay for food, fuel, medical and personal needs. The Town is reimbursed for 75% of these expenditures by the State according to Chapter 115 of the Massachusetts General Laws.

Nine veterans were admitted to Veterans Administration Hospitals. Forty-six veterans died in 1993: thirty-five from World War II, six from the Korean War and five from the Vietnam War.

TEN TOP TAXPAYERS - FISCAL 1994

Taxpayer Name	Property Type	Total Taxable Real Property	Total Taxable Personal Property	Total Tax Assessed	Percent of Total Levy
1) Raytheon Co. & Endrock Associates	Industrial	$68,790,600		$1,568,401.87	3.542%
2) Andover Mills Realty Ltd. Partnership	Office	$47,975,200		$1,091,161.40	2.464%
3) Digital Equipment Corp.	Industrial	$35,226,145		$802,451.58	1.812%
4) Hewlett-Packard Company	Industrial	$30,707,600		$703,597.84	1.589%
5) Gillette Company	Industrial	$25,995,300		$592,172.93	1.337%
6) Prudential Insurance Corp. of America	Office	$23,743,100		$540,451.44	1.221%
7) Connecticutt General Life Ins. Co.	Commercial	$22,329,100		$505,768.98	1.142%
8) New England Tel. & Tel.	Utility	$5,377,200	$11,854,800	$392,544.96	0.887%
9) Genetics Institute, Inc.	Industrial	$15,587,000		$355,071.86	0.802%
10) Merrimack Mutual Fire Insurance Co.	Comm/Resd.	$13,190,600	$735,000	$320,998.65	0.725%
			Total	$6,872,621.52	15.52%

FIVE ADDITIONAL TOP TAXPAYERS - FISCAL 1994

Taxpayer Name	Property Type	Total Taxable Real Property	Total Taxable Personal Property	Total Tax Assessed	Percent of Total Levy
1) Massachusetts Electric Co.	Utility	$1,007,600	$13,631,300	$310,521.01	0.701%
2) Trustees of Phillips Academy	Residential	$17,988,400		$280,038.60	0.632%
3) C A Investment Trust	Residential	$15,231,100		$279,546.81	0.631%
4) American Real Estate Holdings/GCA	Industrial	$11,747,500		$266,143.46	0.601%
5) Andover Park Realty Trust	Office	$8,969,900		$249,369.18	0.563%
			Total	$1,385,619.06	3.130%

FIFTEEN TOP REAL ESTATE ASSESSMENTS - FISCAL 1994

Taxpayer Name	Property Type	Real Property Assessment	Percent of Total Value	Total Tax Assessed
1) Andover Mills Realty Ltd. Partnership	Office	$47,107,400	1.795%	$1,071,392.92
2) Raytheon Co.	Industrial	$35,062,900	1.336%	$798,732.86
3) Endrock Associates	Industrial	$33,423,300	1.274%	$761,382.77
4) Hewlett-Packard Company	Industrial	$29,995,800	1.143%	$683,304.32
5) Gillette Company	Industrial	$25,877,800	0.986%	$589,496.28
6) Digital Equipment Corp.	Industrial	$17,310,880	0.660%	$394,341.85
7) Genetics Institute, Inc.	Industrial	$15,549,200	0.593%	$354,210.78
8) RWF, Inc. (Cressey Dockham)	Industrial	$11,088,600	0.423%	$252,598.31
9) American Real Estate Holdings	Industrial	$11,020,700	0.420%	$251,051.55
10) Connecticutt General Life Ins. Co.	Hotel	$10,650,300	0.406%	$242,613.83
11) Digital Equipment Corp.	Industrial	$10,543,700	0.402%	$240,185.49
12) Merrimac Mutual Fire Insurance	Office	$10,313,500	0.393%	$234,941.53
13) Brookside Estates LP	Apartments	$10,080,400	0.384%	$152,617.26
14) Riverview Commons	Apartments	$9,120,700	0.348%	$138,087.40
15) Dynamics Research Corporation	Office	$7,431,000	0.283%	$169,278.18
	Totals	$284,576,180	10.844%	$6,334,235.32

TOWN OF ANDOVER BUDGET

	FY1991	FY1992	FY1993	FY1994
EXPENDITURES				
Appropriations & Articles	54,852,093	53,196,677	54,796,857	58,128,449
Other Local Expenditures:				
Tax Title Purposes	24,600	25,000	40,000	38,900
Final Court Judgements	0	40,156	162,482	0
Overlay/ Other Deficits	161,617	529,416	90,922	537,845
Revenue Offsets/Cherry Sheet	73,736	62,860	533,403	38,830
Revenue/Other Deficits	0	0	0	0
Total Local Expenditures	259,953	657,432	826,807	615,575
State and County Charges	901,683	941,683	1,023,998	1,096,583
Overlay Reserve for Abatements	713,315	704,669	643,348	798,198
TOTAL EXPENDITURES	**56,727,044**	**55,500,461**	**57,291,010**	**60,638,805**
EST. RECEIPTS & OTHER REVENUE				
Estimated Receipts from State:				
Cherry Sheet Estimated Receipts	4,615,768	2,979,927	3,420,951	3,771,132
Cherry Sheet Estimated Charges	14,430	5,128	21,999	23,256
Total from State	4,630,198	2,985,055	3,442,950	3,794,388
Estimated Local Receipts:				
Local Estimated Receipts	11,454,500	11,134,111	10,670,000	11,226,500
Offset Receipts	458,684	513,462	609,429	652,979
Total Local Receipts	11,913,184	11,647,573	11,279,429	11,879,479
Free Cash and Other Revenue:				
Free Cash - Articles	62,099	1,000	264	179,983
Other Available Funds	395,546	287,031	244,453	309,506
Revenue Sharing	0	0		
Total Other Appropriations	457,645	288,031	244,717	489,489
Free Cash - Operating Budget	670,000	0	0	200,000
Total Estimated Receipts	17,671,027	14,920,659	14,967,096	16,363,356
Total Property Taxes	39,056,017	40,579,802	42,323,914	44,275,449
TOTAL REVENUES	**56,727,044**	**55,500,461**	**57,291,010**	**60,638,805**

VALUATIONS & TAX RATES	FY1991	FY1992	FY1993	FY1994
TOTAL VALUATION (IN THOUSANDS)	3,115,574	2,803,016	2,766,943	2,624,173
RESIDENTIAL TAX RATE	11.42	13.26	14.10	15.14
COMM, IND, PER PROP TAX RATE	15.04	17.37	18.36	22.78
EQUALIZED TAX RATE	12.54	14.48	15.30	16.87

WHERE REVENUES COME FROM	FY1991	FY1992	FY1993	FY1994
STATE AID	8.16%	5.38%	6.01%	6.26%
LOCAL REVENUE	21.00%	20.99%	19.69%	19.59%
OTHER FUNDS	0.81%	0.52%	0.43%	0.81%
FREE CASH	1.18%	0.00%	0.00%	0.33%
PROPERTY TAXES	68.85%	73.12%	73.88%	73.02%
	100.00%	100.00%	100.00%	100.00%

TRUST–CEMETERY –SPECIAL FUNDS
IN CUSTODY OF THE TOWN TREASURER
YEAR ENDING JUNE 30, 1993

FUND	BENEFICIARY	PRINCIPAL	BALANCE JULY 1, 1992	DEPOSITS	INCOME	DRAWN	BALANCE JUNE 30, 1993
STABILIZATION	TOWN		877,025.88	60,000.00	38,407.58		975,433.46
RETIREMENT	TOWN		(0.00)				0.00
C.D. WOOD	MEMORIAL		626,337.21		28,138.42		654,475.63
INSURANCE	TOWN		294,756.78		9,148.83	5,000.00	298,905.61
UNEMPLOYMENT COMPENSATION			12,423.81	175,000.00	4,923.41	10,000.00	182,347.22
POST WAR REHABILITATION	TOWN		29,545.68		917.37		30,463.05
ESTATE S.P. WHITE	SPRING GROVE	5,766.63	8,264.76		256.59		8,521.35
POLICE DRUG ACCOUNT	POLICE		8,379.50	13,644.20	467.16	5,000.00	17,490.86
STATE GRANT MDCR			0.00				(0.00)
TOWN HALL RESTORATION			188.10		7.94		196.04
CD&P–ROGERS BROOK			3,781.14		78.21		3,859.35
PICWEL SPECIAL			0.00	21,320.95	189.64	21,510.59	0.00
PWED–SPECIAL TOWN			62,406.07		1,544.77	10,526.33	53,424.51
TOWN INSURANCE HEALTH			522,707.83	4,455,016.31	26,164.31	3,869,539.39	1,134,349.06
M.V. LIBRARY CONSORTIUM	LIBRARY		622,906.99		13,816.56	360,000.00	276,723.55
J. GREELEY	LIBRARY	5,000.00	5,000.00		211.89	211.89	5,000.00
MARGARET G. TOWLE	PRINCIPAL	345,825.50	345,825.50				345,825.50
MARGARET G. TOWLE	INCOME		111,900.73		23,274.77	21,790.73	113,384.77
JOHN CORNELL	WOOD & COAL	5,000.00	29,718.31		1,863.92		31,582.23
DAVID & LUCY SHAW	WELFARE	10,000.00	26,530.22		1,119.58		27,649.80
W.L. RAYMOND	WELFARE	7,845.81	26,171.18	31.65	1,101.96		27,304.79
A.J. LINCOLN	NEEDY CHILDREN	5,000.00	14,721.56		380.14	2,604.00	12,497.70
E.I. RAYMOND	WELFARE/FLOWERS	1,302.77	1,500.00		63.30	63.30	1,500.00
TAYLOR	FUEL	300.00	952.72		40.20		992.92
SPRING GROVE			542,527.34	17,615.90	15,298.24		575,441.48
SOUTH CHURCH CEMETERY	PRINCIPAL		17,709.73		5,081.44	5,081.44	17,709.73
SOUTH CHURCH CEMETERY	INTERSET		1,942.50		81.97	81.97	1,942.50
SPRING GROVE CEMETERY	LOT SALES		110,566.72	8,810.00	3,117.82		122,494.54
WEST PARISH			2,310.00		97.48	97.48	2,310.00
CHRIST CHURCH			7,610.00		321.14	321.14	7,610.00
ST. AUGUSTINES			650.00		27.43	27.43	650.00
EMILINE LINCOLN	A.V.I.S	1,000.00	1,000.00		42.20	42.20	1,000.00
EMMA J. LINCOLN	A.V.I.S	300.00	544.60		22.98	22.98	544.60
CONSERVATION FUND	CONSERVATION		30,383.77		1,282.20		31,665.97
SUNSET ROCK EXT	HAMMOND WAY		7,614.32		217.78		7,832.10
SPRING GROVE CEMETERY	PRINCIPAL		23,951.88	2,729.54	576.09	2,839.00	24,418.51
SMART	FLOWERS	1,000.00	7,416.62		319.98	45.00	7,691.60
SPRING GROVE CEMETERY	INCOME		13.00			13.00	(0.00)
FARRINGTON	FLOWERS	600.00	1,104.27		46.60	30.00	1,120.87
BALLARDVALE MEMORIAL	FLOWERS	532.88	940.77		39.70	50.00	930.47
ALLEN	FLOWERS	200.00	195.23		8.24	15.00	188.47
DRAPER	SCHOOL	1,000.00	7,945.76		335.31		8,281.07
RICHARDSON	SHAWSHEEN SCHOOL	1,000.00	6,170.68		260.40		6,431.08
A. & A.V. LINCOLN	SPELLING BEE	1,000.00	4,144.61		174.90		4,319.51
RAFTON (PRINCIPAL)	SCHOLARSHIP	598.50	598.50				598.50
RAFTON (INTEREST)			969.10	124.00	42.21	180.00	955.31
CONROY	HIGH SCHOOL	250.00	802.54		33.87		836.41
AMERICAN LEGION	HIGH SCHOOL	200.00	591.79		24.97		616.76
HOLT	SCHOOL	50.00	362.87		15.31		378.18
GRAND TOTAL ALL TRUST FUNDS		393,772.09	4,409,110.57	4,754,292.55	179,584.81	4,315,092.87	5,027,895.06

MARGARET G. TOWLE FUND

Under the terms of her will, the late Margaret G. Towle, long-time resident of Andover, bequeathed the residue of her estate to the Town of Andover, to be held and administered by it as a permanent trust fund. This trust is now known as the Margaret G. Towle Fund. Mrs. Towle stipulated in her will that the income from this fund "be devoted to the assistance of the procurement of assistance for worthy persons residing in the Town of Andover who may be in need of aid, comfort or support on account of old age, disability or unemployment."

The Fund is administered by a group of three Trustees, chosen by the Town Manager with the approval of the Board of Selectmen, which has disbursed the income from the Fund in accordance with the terms of Mrs. Towle's will. The cases are referred to the Trustees by private charitable groups and organizations, the Clergy and interested individuals.

During the twelve month period, the Trustees acted on fourteen (14) cases, disbursing $16,630.62 on approved cases (which numbered 14) and small administration expenses. Only the income of the Fund is available. The principal of $345,825.50 and a substantial portion of the current income is invested under the direction of the Trustees. All disbursements are made by the Town Treasurer upon vouchers approved by the Trustees.

Balance of Income as of Dec. 31, 1992	$109,647.25
Receipts - 1993	22,801.14
	$132,448.39
Disbursements - 1993	16,630.62
Balance of Income as of Dec. 31, 1993	$115,817.77

JOHN CORNELL WOOD AND COAL FUND

The John Cornell Wood and Coal Fund was established by Article 17 of the 1893 Annual Town Meeting. Five thousand dollars was left to the Town to be used for the needy and poor to purchase wood or coal. Three trustees, chosen on a staggered basis, by vote at the Annual Town Meeting, administer the funds.

Balance on hand 7/1/92	$29,718.31
Income 1992/1993	1,863.92
Balance as of 7/1/93	$31,582.23

TRUSTEES OF PUNCHARD FREE SCHOOL
ANDOVER, MASSACHUSETTS

STATMENT FOR THE YEAR ENDING DECEMBER 31, 1993

SUMMARY OF TRANSACTIONS

	01/01/92	PRINCIPAL FUND			12/31/93
PAINE WEBBER CASH FUND	0.00	-GAIN ON SALE OF SECURITIES	4,071.50	PAINE WEBBER CASH FUND	0.00
SECURITIES AT BOOK VALUE	162,591.26	-BROKERAGE FEES/TAX	(337.78)	SECURITIES AT BOOK VALUE	166,973.16
		-INVESTMENT COUNSEL FEE	(1,323.17)		
		-TRANSFERS FROM RESERVE FUND	1,971.35		
RESERVE FOR LOWER OF COST OR MARKET	0.00	-ADJUSTMENT TO COST/MARKET RESERVE	0.00	RESERVE FOR LOWER OF COST OR MARKET	0.00
	162,591.26	DECREASE	4,381.90		166,973.16

OPERATING ACCOUNTS

(RESERVE FUND & CASH ACCOUNT)

INCOME

CASH IN BANK-SAVINGS	4,473.97			CASH IN BANK-SAVINGS	4,583.12
CASH IN BANK-CHECKING	1,956.41	DIVIDENDS RECEIVED	1,497.50	CASH IN BANK-CHECKING	2,278.66
PAINE WEBBER CASH FUND	4,804.67	INTEREST RECEIVED -BONDS/NOTES	6,459.11	PAINE WEBBER CASH FUND	1,275.24
ACCRUED INTEREST	388.99	INTEREST RECEIVED-OTHER	254.15		
	11,624.04	INCOME TOTAL	8,210.76		8,137.02

EXPENSES

ANDOVER HIGH SCHOOL PROJECTS	9,370.03	
MISC.OPERATING EXPENSES	356.40	
EXPENSE TOTAL	9,726.43	
NET LOSS	(1,515.67)	
TRANSFERS TO PRINCIPAL:		
-ADDITIONAL FUNDS INVESTED	868.25	
-UNEXPENDED SCHOOL PROJECT FUNDS	282.10	(7/1/92 - 6/30/93)
-10% OF INCOME (1/1-12/31/92)	821.00	
DECREASE	(3,487.02)	

174,215.30	TOTAL PRINCIPAL AND OPERATING ACCOUNTS	175,110.18

TRUSTEES OF PUNCHARD FREE SCHOOL
ANDOVER, MASSACHUSETTS

FUND ANALYSIS AS OF DECEMBER 31, 1993

PRINCIPAL FUND	BOOK VALUE	MARKET VALUE	MARKET VALUE OVER BOOK VALUE
CASH			
PAINE WEBBER CASH FUND	0.00	0.00	0.00
SECURITIES			
STOCK			
100 SHARES AIR PROD. & CHEMICAL INC.	4,737.50	4,425.00	(312.50)
100 SHARES ALBERTSONS INC.	4,575.00	5,350.00	775.00
100 SHARES AUTOMATIC DATA PROCESSING	5,062.50	5,525.00	462.50
100 SHARES CENTRAL & SOUTHWEST CORP	2,812.50	3,025.00	212.50
100 SHARES EXXON CORP	5,887.50	6,312.50	425.00
100 SHARES GRAINGER, W. W. INC.	6,187.50	5,750.00	(437.50)
100 SHARES KIMBERLY CLARK CORP	5,762.50	5,187.50	(575.00)
100 SHARES MOTOROLA INC.	3,212.50	9,225.00	6,012.50
100 SHARES PEPSICO INC.	4,075.00	4,087.50	12.50
200 SHARES SARA LEE CORP.	5,875.00	5,000.00	(875.00)
50 SHARES SCHLUMBEGER LTD.	3,350.00	2,956.25	(393.75)
100 SHARES SOUTHWESTERN BELL CORP.	4,162.50	4,150.00	(12.50)
200 SHARES WACHOVIA CORP	6,562.50	6,700.00	137.50
200 SHARES WALL MART STORES INC	6,225.00	5,000.00	(1,225.00)
TOTAL STOCK	68,487.50	72,693.75	4,206.25
OTHER			
$15,000 U.S. TREASURY NOTE, 6.00%, DUE 11/30/97	14,955.30	15,571.80	616.50
$15,000 U.S. TREASURY NOTE, 8.125%, DUE 2/15/98	14,680.58	16,729.65	2,049.07
$15,000 U.S. TREASURY NOTE, 7.125%, DUE 10/15/98	14,878.13	16,232.70	1,354.57
$15,000 U.S. TREASURY NOTE, 6.375%, DUE 8/15/02	14,412.90	15,642.15	1,229.25
$10,000 PEPSICO INC. NOTE, 6.250%, DUE 9/1/99	9,740.00	10,237.50	497.50
$10,000 IBM NOTE, 7.250%, DUR 11/1/02	9,874.35	10,537.50	663.15
$20,000 WACHOVIA CORP NOTE, 6.375%, DUR 4/15/0	19,944.40	20,225.00	280.60
TOTAL OTHER	98,485.66	105,176.30	6,690.64
TOTAL SECURITIES	166,973.16	177,870.05	10,896.89
RESERVE–LOWER OF COST OR MARKET	0.00		
TOTAL PRINCIPAL FUND	166,973.16	177,870.05	10,896.89
RESERVE FUND			
RESERVE CASH			
ANDOVER SAVINGS BANK PRIME ACCOUNT	4,583.12		
PAINE WEBBER CASH FUND	1,275.24		
TOTAL RESERVE FUND	5,858.36	5,858.36	0.00
CASH FUND			
CHECKING ACCOUNT			
BAYBANK	2,278.66	2,278.66	0.00
TOTAL FUNDS	175,110.18	186,007.07	10,896.89

TRUSTEES OF PUNCHARD FREE SCHOOL
ANDOVER,MASSACHUSETTS

STATEMENT FOR THE YEAR ENDING DECEMBER 31, 1993

SCHOLARSHIPS AND SPECIAL FUNDS

	BALANCE 1/1/92	CURRENT YEAR NET INCOME	SUB TOTAL	LESS AWARDS	BALANCE 12/31/93
H.W.& M.P.BARNARD	3,702.86	88.19	3,791.05	1,000.00	2,791.05
J.W.BARNARD	7,480.18	178.16	7,658.34	376.00	7,282.34
ALICE M.BELL	1,096.52	26.12	1,122.64	26.00	1,096.64
EDNA G.CHAPIN	2,502.33	59.60	2,561.93	59.00	2,502.93
FRED W.DOYLE	12,423.25	295.89	12,719.14	1,000.00	11,719.14
WARREN F.DRAPER	1,631.50	38.86	1,670.36	38.00	1,632.36
WILLIAM G.GOLDSMITH	1,904.89	45.37	1,950.26	0.00	1,950.26
ELIZABETH T.GUTTERSON	1,096.51	26.12	1,122.63	26.00	1,096.63
MYRON E.GUTTERSON	1,098.84	26.17	1,125.01	26.00	1,099.01
ANDOVER GRANGE	2,683.32	63.91	2,747.23	60.00	2,687.23
PUNCHARD TRUSTEES	10,147.58	241.69	10,389.27	389.00	10,000.27
RESERVE–COST OR MKT.	(408.50)	408.50	0.00	0.00	0.00
	45,359.28	1,498.58	46,857.86	3,000.00	43,857.86

SUMMARY–INCOME/(EXPENSE)

INTEREST INCOME	1,994.91
DIVIDEND INCOME	244.50
GAIN/(LOSS) ON SALE OF SECURITES	(318.75)
BANK PENALTY	
BROKERAGE FEES/TAXES	(493.33)
INVESTMENT COUNSEL FEES	(337.27)
ADJ.TO LOWER OF COST OR MARKET	408.50
NET INCOME	1,498.56

FUNDS/SECURITIES HELD	MARKET VALUE	BOOK VALUE
PAINE WEBBER CASH FUND	3,213.54	3,213.54
100 SHARES SCE CORP.	2,000.00	2,462.50
100 SHARES WACHOVIA CORP. NEW	3,350.00	3,587.50
$5,000 U.S. TREASURY NOTE, 6.000%, 11/30/97	5,190.60	4,985.10
$10,000 U.S. TREASURY NOTE, 6.000%, 12/31/97	10,381.20	9,987.20
$5,000 U.S. TREASURY NOTE, 5.125%, 3/31/98	5,018.75	4,985.85
$5,000 PEPSICO INC. NOTE, 6.250%, 9/1/99	5,118.75	4,870.00
$5,000 U.S. TREASURY NOTE, 6.375%, 8/15/02	5,214.05	4,804.30
$5,000 IBM NOTE 7.250%, 11/1/02	5,268.75	4,961.85
RESERVE FOR LOWER OF COST OR MARKET		0.00
	44,755.64	43,857.84

TOWN COUNSEL

During 1993, Town Counsel made numerous appearances before State Courts and Administrative Boards. Formal legal opinions were researched and rendered to Town officials. Court challenges to decisions by the Town's boards and commissions were defended by Town Counsel. Administrative proceedings and lawsuits were commenced to enforce compliance with state statutes and the Town's by-laws. Town Counsel had conferences with the Town Manager and other Town officials on almost a daily basis. Town Counsel reviewed all Articles of the Warrant and attended all Town Meetings. During the period covered by this report, contracts were drawn and reviewed and numerous deeds, easements, releases and agreements were drafted and recorded.

TOWN CLERK

The mission of the Town Clerk's office is to uphold the integrity of the Town's democratic process, to maintain and preserve public records, and to act in the best interest of the community and the State by providing innovative, efficient, quality service.

During 1993, to comply with the new State law, the Town Clerk's office redistricted the Town's eight precincts. The shift in precinct population was reflected on each resident's Town census and the new precinct lines will be used in the 1994 Town Election.

The Annual Town Meeting in April voted to eliminate the quorum requirement for Town Meetings. The "no quorum" rule came into effect at the Special Town Meeting on November 8, 1993 and 603 registered voted opened the meeting at 7:05 P.M.

Along with the Annual Town Meeting and the Special Town Meeting, the Town Election was held on Monday, March 22nd. 2,647 registered voters, 15% of all registered voters, cast their ballots in the election.

The Board of Registrars registered 679 new voters in 1993 compared to 3,017 in 1992 - a decrease of 77.5%. These figures are reflective of an off-election year. The Board also certified 3,862 initiative petition signatures during the Fall. The year ended with 18,024 registered voted - a decrease of 5.5% over 1992. Registered voters in the Town's 8 precincts are as follows:

1 - 2129	3 - 2146	5 - 2380	7 - 2142
2 - 2279	4 - 2261	6 - 2243	8 - 2444

	1991	1992	1993
Births Recorded:	235	315	251
Marriages Recorded:	194	201	202
Deaths Recorded:	190	228	241
Dog Licenses Sold:	1,709	1,796	1,944
Fishing & Hunting Licenses Sold:	713	739	643
Population:	29,484	31,076	30,239

REVENUES COLLECTED - 1993:

Marriage Licenses	$ 3,105.00
Certified Copies	9,937.00
Uniform Commercial Code Filings	6,719.00
Miscellaneous Licenses Income	16,535.00
Liquor Licenses Income	99,830.00
Business Certificate Filings	3,005.00
Miscellaneous Income (Street Lists, Maps, etc.)	7,701.00
Dog Licenses	7,932.00
Non Criminal Violations	975.00
Fishing and Hunting Licenses	11,745.45*
TOTAL	$167,484.45

* $11,437.50 in fees were sent to the State Division of Fisheries and Game -- $307.95 was retained by the Town of Andover.

ANIMAL INSPECTION

	1991	1992	1993
Number of dogs quarantined for biting	20	19	29
Number of animals tested for Rabies	0	3	39
Number of barns inspected	28	23	26
Number of beef calves under one year	23	1	19
Number of beef cows over two years	47	36	34
Number of beef heifers one to two years	8	0	1
Number of beef bulls	3	0	21
Number of beef steers	35	35	0
Number of beef herds*	3	2	2
Number of donkeys	11	2	2
Number of horses (includes work and saddle horses)	72	65	69
Number of ponies	23	20	15
Number of goats	13	17	18
Number of sheep	3	6	8
Number of swine	77	65	68
Number of swine herds*	2	2	3

* One animal constitutes a herd

MEMORIAL HALL LIBRARY

The mission of the Memorial Hall Library is to make available a broad range of library materials, to provide up-to-date and accurate information, to offer services and programs desired by the community of Andover, to act as the most convenient point of access for the needed materials and information and to actively seek to make community members and organizations aware of library resources and services.

In 1993 the Memorial Hall Library staff was proud to continue the 120 year old tradition of serving the community of Andover. Among the achievements of this past year have been:

- Installation and implementation of the LIBS 100 Plus automation system providing complete on-line access to the catalogs of the 25 network libraries.

- Increased access to data in compact disc form including full text of more than 100 selected periodicals, indexes and abstracts of 1,100 magazines and six national newspapers, and a listing of 7 million businesses and 36 million residential telephone numbers.

- Continued increase in storyhours, summer reading programs, and circulation of children's materials.

- Established quarterly Friends of Memorial Hall Library newsletter featuring articles written by staff and department heads to keep community informed of library materials and services.

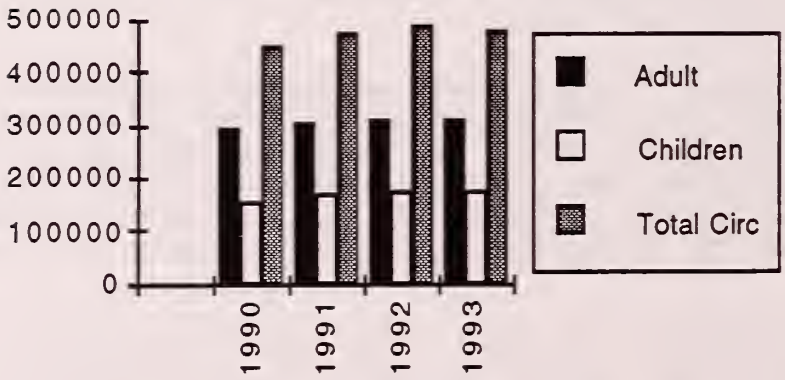
After serving the Town of Andover as an Administrator at the Memorial Hall Library for twenty-one years, Mrs. Nancy Jacobson retired from the Library in June. Following an extensive search, Mr. James Sutton was appointed Director. Mr. Sutton has worked in public libraries for twenty years, the last fourteen years as Director of the Morse Institute (Public) Library in Natick, Massachusetts.

The Library Trustees and Staff look forward to serving the Andover community in 1994. Among the goals to be achieved include the development of a long-range plan, implementation of access to the Internet, and an increasing use of the tools of Total Quality Management to improve services.

CIRCULATION	1993	1992	1991
Adult Books & Other Print	204,912	204,168	200,481
Children's Books & Other Print	158,588	161,749	154,492
Young Adult Books	9,083	9,276	7,488
Periodicals	38,271	39,681	36,027
Adult Sound Recordings	28,667	30,289	34,455
Adult Videos	24,914	24,915	23,218
Children's Videos	6,658	5,989	5,832
Other Adult	326	543	548
Other Children's	7,703	8,478	7,844
Museum Passes	1,395	1,498	1,423
TOTAL	480,517	486,586	471,808

OTHER STATISTICS			
Reference Questions	31,850	31,187	29,699
Periodicals Owned	423	421	429
Programs	262	287	266
Program Attendance	7,685	10,471	6,023
Reserves Placed	8,599	10,554	10,109
Interlibrary Loan Requests	2,532	2,600	2,306
Memorial Hall and Meeting Room Use	402		

4 Yr Circ Comparison



POLICE DEPARTMENT

The mission of the Andover Police Department is to protect our future and the quality of life in Andover. We are empowered to protect life and property, but, with the changing times of increasing social problems, our agency has become more service-oriented to the community. To continue our mission, we will maintain an open door policy to the community, working with their suggestions, needs and thoughts so that we may preserve the way of life that we all enjoy in Andover.

The year 1993 saw an increase in violent crime and domestic situations. This is a nationwide trend and not just unique in the Town of Andover.

The department initiated the following new programs aimed at safety education:

- Child-Restraint Program and educational class instead of a fine for the violation.
- Car-Seat Loaner Program enabling residents to borrow a child car seat for up to two weeks.
- "Adopt-a-Sign" Program dealing with pedestrian safety at cross walks. The signs are placed and removed daily by churches, schools and local merchants.
- A $10,000 grant from The Governor's Highway Safety Bureau allowed the department to work on areas of operating under the influence, speed enforcement and pedestrian safety.
- C.O.P.S. (Community Oriented Policing Seminar) was established by Safety Officer Robert Cronin and assisted by Lieutentant Arthur Ricci, Sergeants John Bernhardt, Barbara Connolly, James Hashem, William MacKenzie and Kevin Winters, Detective Kevin Burke, and Officers Lee Britton, John Milne and John Pathiakis. The aim of the program was to educate the public about Town's police department.

The Public Safety Center computer was upgraded to increase the speed in supplying data. This had been a problem particularly for the Fire Department as they were not receiving emergency response information in a timely manner.

The second phase of a three-phase program to equip all officers with portable radios was completed. This program increases officer safety and provides more efficient communication with officers on the street.

The department was brought up to authorized strength of forty-

six sworn personnel with the transfer of three patrolmen from Methuen, Lawrence and North Andover. These positions were created by the retirement of Officers Frank Froburg and Fred Sunderland and Sergeant Thomas Siopes.

DETECTIVE DIVISION

During 1993, there was little increase in the number of housebreaks from the previous year. The number of violent crimes was up in comparison to previous years. Home invasions where elderly residents were attacked occurred on three different occassions. All resulted in the arrest and conviction of the perpetrators. In addition, a suspect who was breaking into homes during the night has been identified and warrants for his arrest have been served.

There were three large thefts involving computer equipment from various companies in Andover totalling close to $100,000 in 1993. The thefts were internal in nature. All investigations were successful and the stolen property was recovered and returned. The First Essex Bank on North Main Street was robbed by a person using an alleged pipe bomb. That investigation resulted in the arrest of the suspect. The department currently has several sexual assault cases pending within the court system.

Presently, as in the past, the department is involved in several mutual aid cases with surrounding communities where the Town's division is assisting in the identification of suspects involved in crimes in their communities.

Andover Police Department

Annual Summary

	1989	1990	1991	1992	1993
Total Incidents	25,080	25,508	22,905	22,023	24,337
Adult Arrests	506	655	530	476	529
Juvenile Arrests	23	63	19	28	47
Total Arrests	529	718	549	504	576
Rape	4	5	5	4	8
B & E	278	180	170	175	172
Assault	88	81	67	87	72
Larceny	691	611	467	587	386
Stolen MV	162	169	161	152	145
Stolen Bicycles	38	56	100	69	40
Domestic Abuse	8	31	24	28	33
MV Fatalities	5	4	3	4	2
MV Accident	1,216	1,170	1,106	1,182	1,224
Vandalism	368	327	341	282	304
Parking Vios	11,750	11,674	9,699	10,100	11,123
MV Citations	4,746	4,152	3,023	3,025	3,179
Mileage	364,737	430,545	414,764	403,983	381,758
Gasoline	51,280	46,001	49,694	44,045	36,281

ANIMAL CONTROL

For the third straight year, Animal Control saw a decrease in dog complaints and loose dogs. This is attributed to vigorous enforcement of the leash law and compliance by the residents. The total number of calls handled by Animal Control increase in 1993. For the first time in years, rabies has worked its way back into Andover and the Commonwealth of Massachusetts posing a threat to its residents and pet population. In 1993, there were seven confirmed cases of rabies in Andover - six raccoons and one skunk. Fifteen residents and two non-residents were exposed to rabies which include one police officer and the Animal Control Officer.

The Animal Control Officer attended six seminars on rabies sponsored by the State. He spoke to various groups on animal safety and rabies awareness including postal letter-carriers, students at the Pike School and Doherty Middle School and any interested residents.

	1991	1992	1993
Number of citations issued	54	54	23
Fines/fees collected	$2,603	$2,433	$2,374
Dog Complaints	786	531	491
Impounded Dogs	131	115	108
Lost Dogs	94	84	65
Dogs Found	47	52	56
Impounded Cats	54	58	24
Numbers of calls answered	2,041	1,935	2,312

EMERGENCY MANAGEMENT DEPARTMENT

The Police Chief and Fire Chief attrended a three-day seminar on "Emergency Incident Control" addressing how to better coordinate emergency responses from all Town departments. Plans were initiated for training and exercises in Emergency Management for all Town departments should there be a man-made or natural disaster.

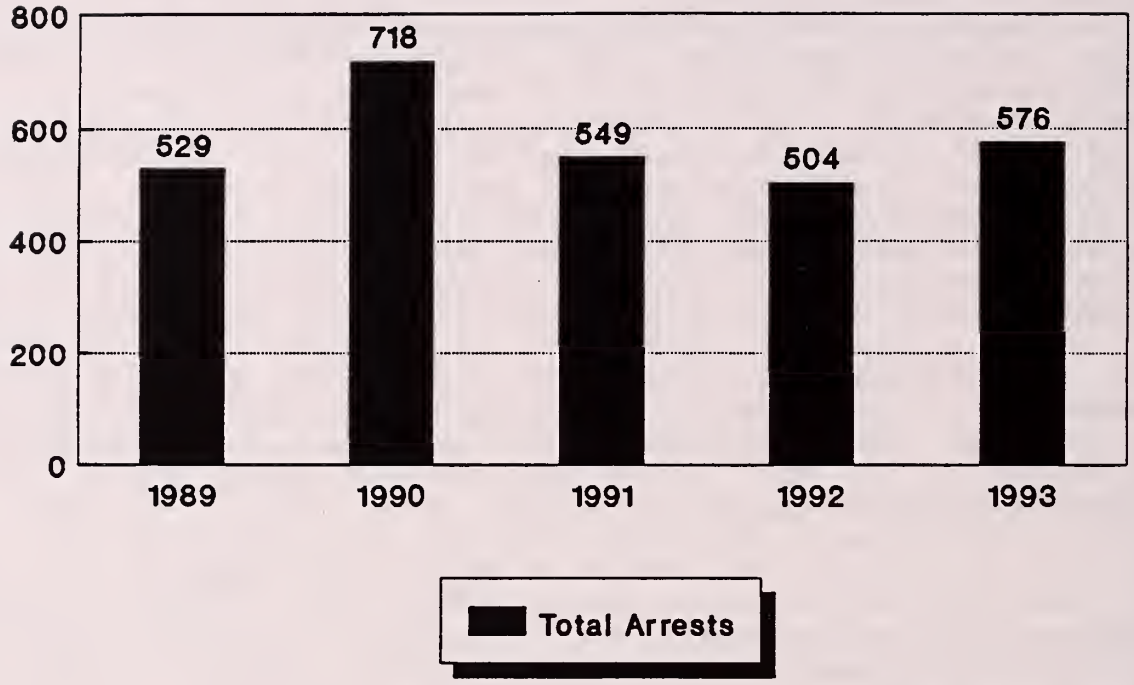
The Radio Group held its weekly meetings and assisted the Town at many functions throughout the year. This is a very dedicated group of volunteers and the Town is fortunate to have their services.

Forrest Noyes, Assistant Civil Defense Director and a thirty-five volunteer, passed away this year and will be sorely missed.

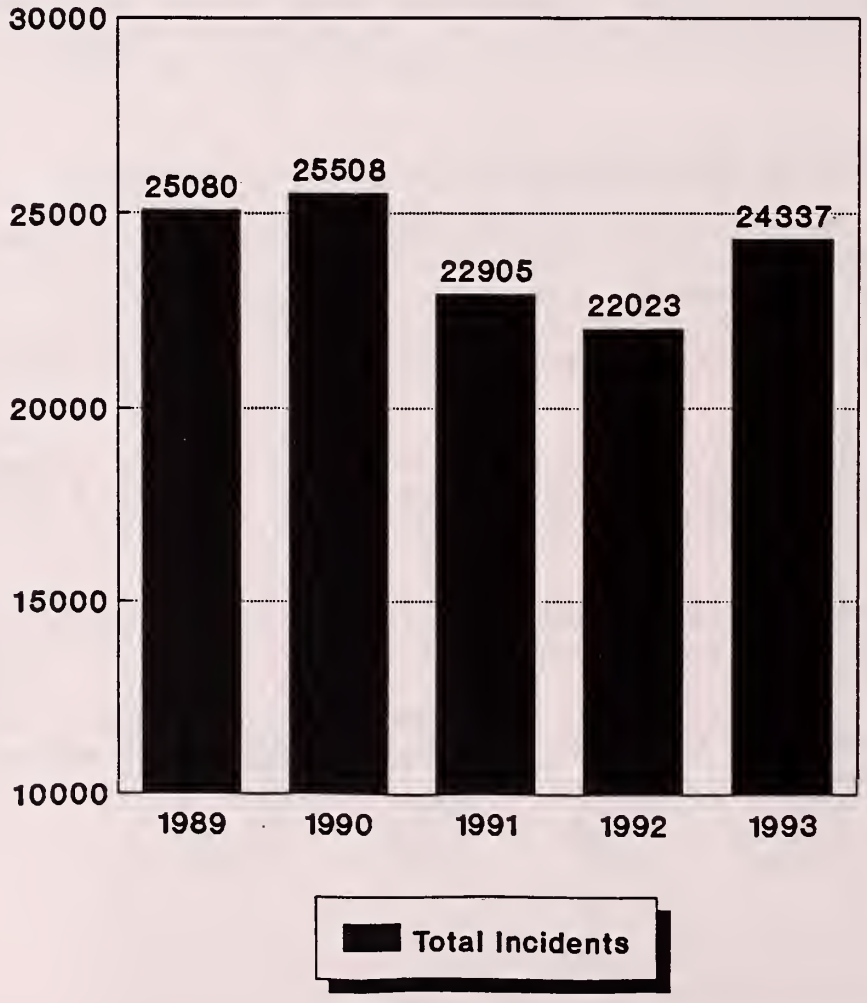
The Auxiliary Police assisted the regular police officers many times throughout the year. The Police Department appreciates their assistance.

Andover Police Department

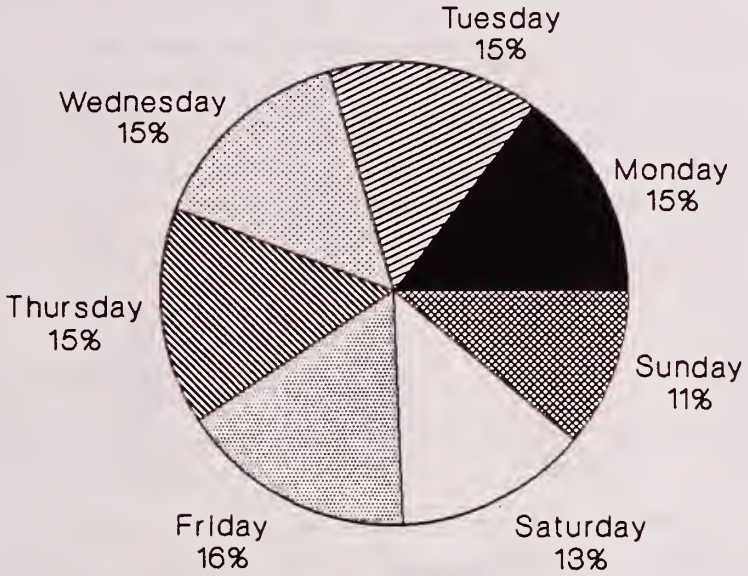
Arrests



Incident Summary

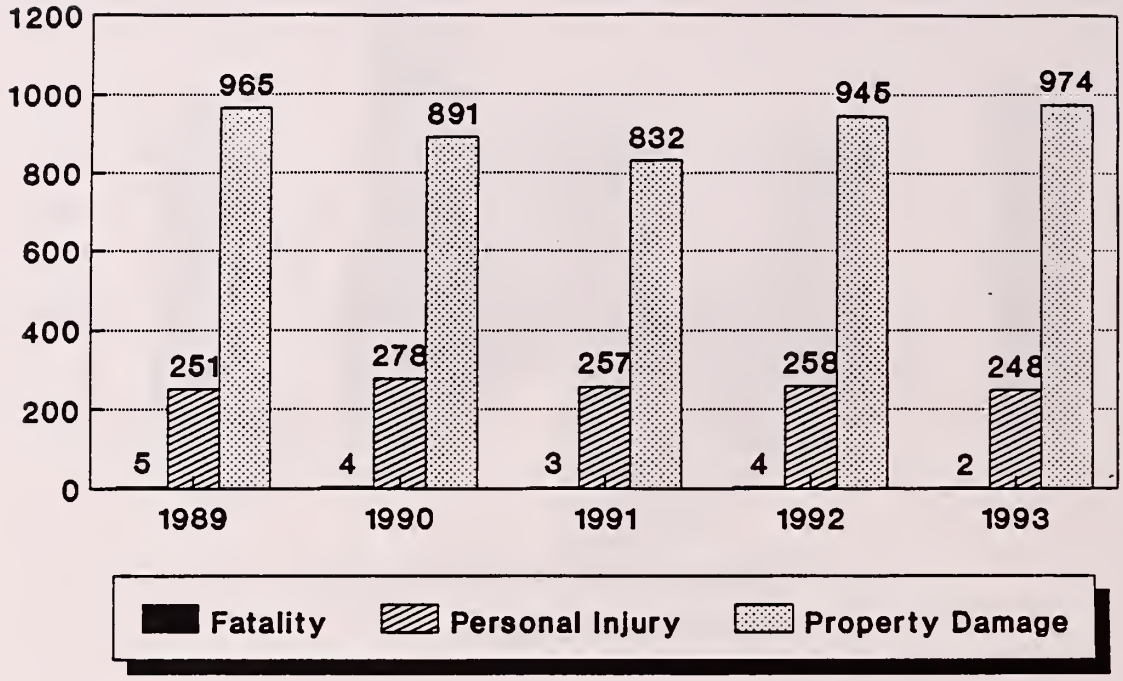


Andover Police Department
Incidents by Day of Week

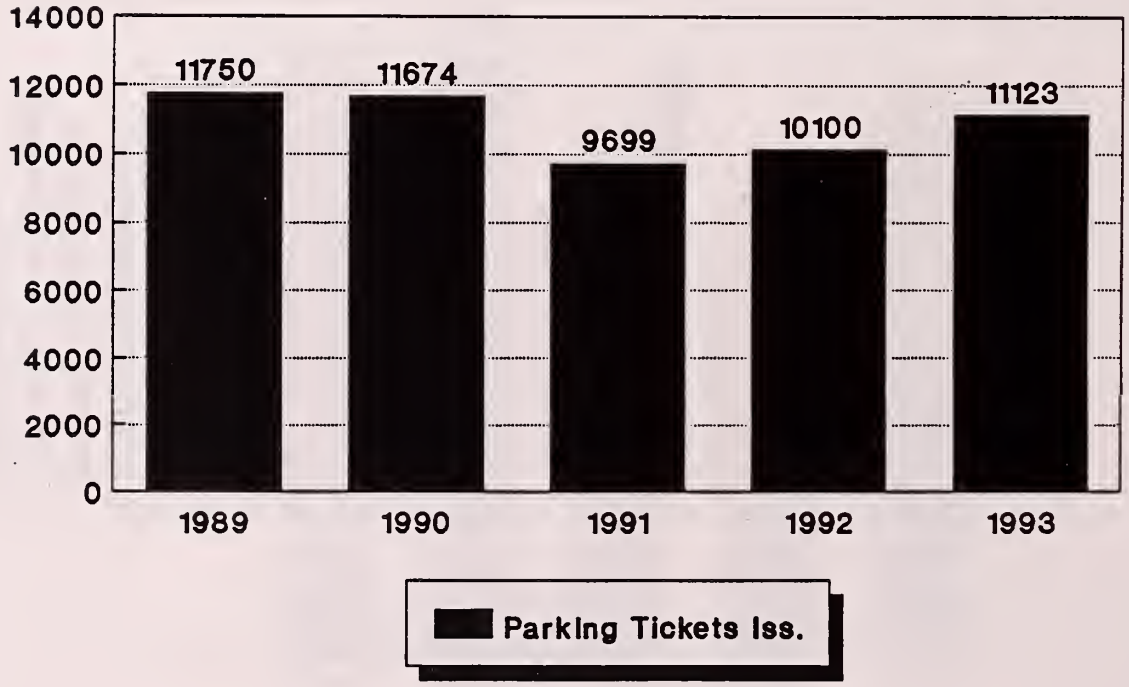


Hour of Day

Andover Police Department
MV Accident Summary



Parking Violations



FIRE DEPARTMENT

The mission of the Andover Fire Department is to proudly protect lives and property by providing prompt, skillful, cost-effective fire protection and life safety services to the residents of Andover. To achieve its mission, the department strives to prevent loss to property from fire or fire related activities through inspections, training and maintaining its fire alarm system; loss of life through prompt professional delivery of emergency medical services using both fire and ambulance vehicles. The department provides programs to increase fire safety awareness among area citizens annually in public schools and whenever requested by private organizations, industries and businesses.

	1993	1992
Total Incidents:	5319	5443
Fires	262	386
Rescues	27	13
Miscellaneous Alarms	248	48
Accidental Alarms	615	598
Mutual Aid (Fire Calls)	30	41
False Alarms	64	123
Ambulance Emergency Calls	1584	2006
Ambulance Mutual Aid Calls	172	125
Fire Prevention Activities	2317	2086
Violations		17

Permits/Licenses Issued:	1993	Fees Collected
26B-New Construction Detectors	109	$ 2,620
26C-6 or More Residential Detectors	16	1,970
26E-3-5 Residence Detectors	6	340
26F-Resale of Property Detectors	527	10,760
Ambulance Report Copies	20	110
Blasting Permits	23	460
Cutting/Welding Permits	23	460
Dumpster Permits	18	360
Fire Report Copies	44	220
Fireworks Display Permits	1	0
Gunpowder Storage Permits	2	40
Liquid Gas Storage Permits	28	560
Flamm.Liquid Storage Permits	2	40
Miscellaneous Permits	2	15
Open Air Burning Permit	446	4,460
Oil Burner Install Permits	176	3,520
Reinspection Fees	36	360
Commercial Fire Alarm Systems	13	260
Special Suppression System Permits	3	60
Sprinkler Install Permits	21	420
Tentage Permits	9	160
Underground Tank Recertification	5	100
Underground Tank Removals	130	4,160
Underground Tank Install Permits	4	80
Master Fire Alarm Box Tests	119	17,850
Total Income:		49,385

Facilities	Apparatus/Equipment
Central Station North Main Street	2 ambulances; 1 ladder truck; 2 32 pumpers; 1 boat, 4 sedans
West Station Greenwood & Chandler Rds.	1 pumper; 1 fire alarm truck; 1 boat; 1 reserve pumper
Ballardvale Station Clark & Andover Sts.	1 pumper; 1 boat

COMMUNITY SERVICES

The mission of Community Services is to provide the residents of Andover a myriad of social, educational, cultural and recreational opportunities embracing diversity and accessibility for all. Community Services strives to rate the pulse of the community and incorporate ideas into valued programs for its citizens now and in the future.

The Department of Community Services offers year-round recreational, enrichment and cultural programs for residents of all ages. The majority of the programs are held at the public schools, Recreation Park, Pomps Pond, Central Park and other in-town facilities. Program booklets are mailed to all resident households in January, May and September.

Enrollments have increased over the past year in all programs including classes and playground programs. Town Meeting approved the use of a revolving account for trips run by the department. Popular theater events to New York City and overnights to destinations including Canada may now be booked for residents without impacting the budget.

The department's revolving account "FY93 Ticket Sales" was used for trips, theater performances and playground trips. The total receipts for FY93 were $29,385.80 - expenditures were $21,589.85.

In FY94, the account renamed "Trips and Youth Activities", continues to be used for theater performances including ticket sales and transportation, trips for students and adults, and playground trips. The account has expanded in scope and now includes children's programming offering foreign language enrichment classes and summer enrichment programs. Receipts for the first six months of FY94 are $19,890.75 - expenditures are $26,464.30.

Class and program revenues are as follows:

	1991	1992	1993
Class participants	3,083	3,754	4,513
Class Revenue	$105,596	$138,397	$180,744
Programs (camps, trips)	$130,227	$131,019	$145,683
Amount of Tax Support	$ 57,321	$ 53,274	$ 48,275

MUNICIPAL MAINTENANCE

The mission of the Department of Municipal Maintenance is to provide a safe, comfortable and pleasant environment for learning, working and living in the Town by the maintenance of all Town and School property/buildings, electro-mechanical systems, street lighting, traffic lights, grounds and vehicles.

The Department of Municipal Maintenance provides services to all departments requesting repair or new work to their facilities, grounds or vehicles. The department also provides services to the general public for street lighting, traffic lights, rubbish pickup, athletic fields, fencing, leaf composting, Christmas tree pickup, tree work, and custodial services for events. The department is charged with keeping Andover facilities, vehicles and grounds in good condition and to improve the facilities through an on-going capital improvement program. The Department of Municipal Maintenance manages the Spring Grove Cemetery and is actively clearing and constructing additional areas for burials.

The department is required to keep abreast of required Federal, State and Town laws, the American Disabilities Act regulations, and laws concerning health safety, pesticide application, underground fuel tanks, radon, air quality, asbestos, lead paint and hazardous waste disposal.

The Director of Municipal Maintenance Department has supervision of three Superintendents, the Facilities Coordinator, Administrative Secretary, Account Clerk, two part-time Receptionist/Switchboard Operators, one part-time Clerical Assistant and one full-time Computer Operator. Frederick L. Jaeschke, Director of Municipal Maintenance, for 7 years, retired in June, 1993. James J. Brightney was hired in August, 1993 as the new Director of Municipal Maintenance. Selma P. Flieder, Facilities Coordinator, also retired in June, 1993 after serving the Town for 21 years.

BUILDING MAINTENANCE DIVISION

The following are some of the highlights which the Building Maintenance Division completed during 1993:

- Bancroft School - new skylights and roofing.
- West Middle School - new roofing on the pagoda.
- Shawsheen School - new windows, carpeting and tile flooring; oil tank removal and cornice repair work.
- West Elementary School - new gutters, downspouts and drainage system; entire basement concreted; two new pairs of outside doors installed and doorway bricked in from courtyard.

- Sanborn School - new ceilings and lighting in the office, teachers' room and 3-wing corridors; two new handicap bathrooms installed; bathrooms converted for handicapped and new tile flooring installed in four classrooms.

- Doherty Middle School - hallway was converted into two new classrooms.

MUNICIPAL BUILDINGS DIVISION

The Municipal Buildings Division is responsible for the scheduling and renting of schools, school and town fields, Recreation Park, and the Old Town Hall in the Andover Town House.

Schools

Rentals remain constant. Approximately 695 permits were issued in 1993 to school/municipal personnel, scouting organizations/youth leagues, and private individuals.

	1992	1993
Permits Issued:	650	695
School/Municipal:	60%	61%
Scouting Organizations/Youth Leagues:	18%	17%
Private Individuals:	22%	22%

School/Town Fields

All fields continued to be rented to capacity from the beginning of April through mid-November. Permits were issued for over 2,850 uses of town/school fields to youth leagues (Little League, Soccer, Girls Softball, Junior Football) and adult groups.

	1992	1993
Permits Issued:	2,800	2,850
Youth Leagues:	93%	94%
Adult Groups:	7%	6%

Recreation Park

In addition to the park being used for two programs sponsored by the Department of Community Services (Andover Men's League and Youth Day Camp), permits are issued for weekend use from mid-May to mid-October to resident and non-resident groups. Permits are also issued for mid-week rentals when camp is not in session. Rentals remain constant. Fifty-four permits were issued in 1993.

	1992	1993
Permits Issued:	52	54
Residents:	54%	56%
Non-Residents:	46%	44%

Old Town Hall

Rental agreements for the use of the Old Town Hall in the Andover Town House have been issued since February 1990 to municipal/school groups, residents and non-residents. Eighty-five rental agreements were issued in 1993.

	1992	1993
Rental Agreements:	83	85
Residents:	78%	77%
Non-Residents:	13%	13%
School/Municipal:	9%	10%

The goal of the Municipal Buildings Division is to continue to promote positive community relations with school/town departments, community organizations and the general public.

PARKS AND GROUNDS DIVISION

The three Parks and Grounds Divisions (Parks and Grounds, Cemetery and Forestry) are independent and interdependent. They all operate under the supervision of one superintendent. They share certain pieces of equipment and work together on special projects. As with any public agency with manpower, special equipment, and vehicles in its inventory, the three divisions perform many tasks seemingly unrelated to their principal horticultural maintenance duties such as delivering surplus government food to the Senior Center, litter control, trash removal, recycling, flagpole maintenance, fence/gate/backstop repairs, drainage connections, ice control, snow removal, and moving extraordinarily heavy objects such as the whiskey barrels used as planters in the downtown area.

Parks

This division maintains 2.75 million square feet of ballfields and 1.4 million square feet of lawn areas. Ballfields are located on all school grounds and other areas such as Recreation Park, Ballardvale Playground, upper Shawsheen, lower Shawsheen, the Bowling Green, and the Deyermond Field. Lawn areas are the grounds of all Town and School buildings, parks, playgrounds, and designated islands, triangles, and other parcels throughout the Town. Ballfields are prepared (groomed and lined) for all secondary school athletic events. Turf maintenance consists of mowing, aerating, watering, overseeding, liming, fertilizing and controlling weeds and insects. Pesticide operations are conducted by trained and licensed personnel using approved pesticides and methods. This division also maintains small trees, shrubs and shrub beds on Town property and cuts back brush encroaching upon ballfields and recreation areas.

Cemetery

Spring Grove Cemetery on Abbot Street is owned and operated by the Town of Andover. The cemetery contains approximately sixty acres and is approximately 75% developed. During 1993, there were 96 burials and 120 grave sites were sold. $74,145 in fees were collected - $48,175 was turned over to the Town Treasurer and $25,970 was added to the principal of the Perpetual Care Fund. Cemetery operations and maintenance consist of burials, mowing, trimming, turf care, pruning of shrubs and small trees, leaf pickup, snow removal, care of its own facilities and equipment, and out-of-cemetery tasks such as trash in Recreation Park, drainage work and construction. During 1993, the cemetery crew planted ornamental Fringe trees and Ruby Horsechestnut trees purchased with funds from the estate of Sidney P. White.

A three-year comparison of burials, sales, and monies collected is as follows:

	1991	1992	1993
Burials	72	83	96
Grave Sites Sold	109	81	120
Total Monies Collected	$57,425	$58,935	$74,145

Forestry

Forestry is responsible for the maintenance of trees along the roadside, on school property, and other Town-owned land. During 1993, 133 dead and dying large trees were removed. The Forestry Division planted 30 shade trees along the roadside and planted 2 mugo pines and 20 blue rug junipers at the Memorial Hall Library. Tree varieties planted were: Bradford Pear, Green Ash and Armstrong Maple. Approximately 25% of the personnel's time was spent on pruning which consists of street-by-street pruning, problem tree pruning, storm repairs, flatclearing areas of undesirable vegetation, and removing obstructions at intersections and curves thus providing better visibility. The Forestry Division also mowed tall weeds along the roadside throughout the Town.

A three-year comparison of removals and planting is as follows:

	1991	1992	1993
Trees Removed	122	107	133
Trees Planted	37	38	30

PLUMBING/HEATING/ELECTRICAL DIVISION

The following are the major accomplishments during 1993:

- Sanborn School - installed lights in three wing corridors, kitchen, teachers' room and office.

- West Middle School - removed asbestos from crawl spaces, stage area and hall; made modifications in the heating system; installed new heating and ventilation for the auditorium and gymnasium; installed new vent covers and new roof-top ventilation units; remodelled carpenter's shop and health room and designed and built a team room; installed new rugs in the team room and health room areas.

- West Elementary School - modified ventilation system.

- Bancroft School - installed new lighting in the media center.

- Doherty School - installed new lighting in two new classrooms.

VEHICLE MAINTENANCE DIVISION

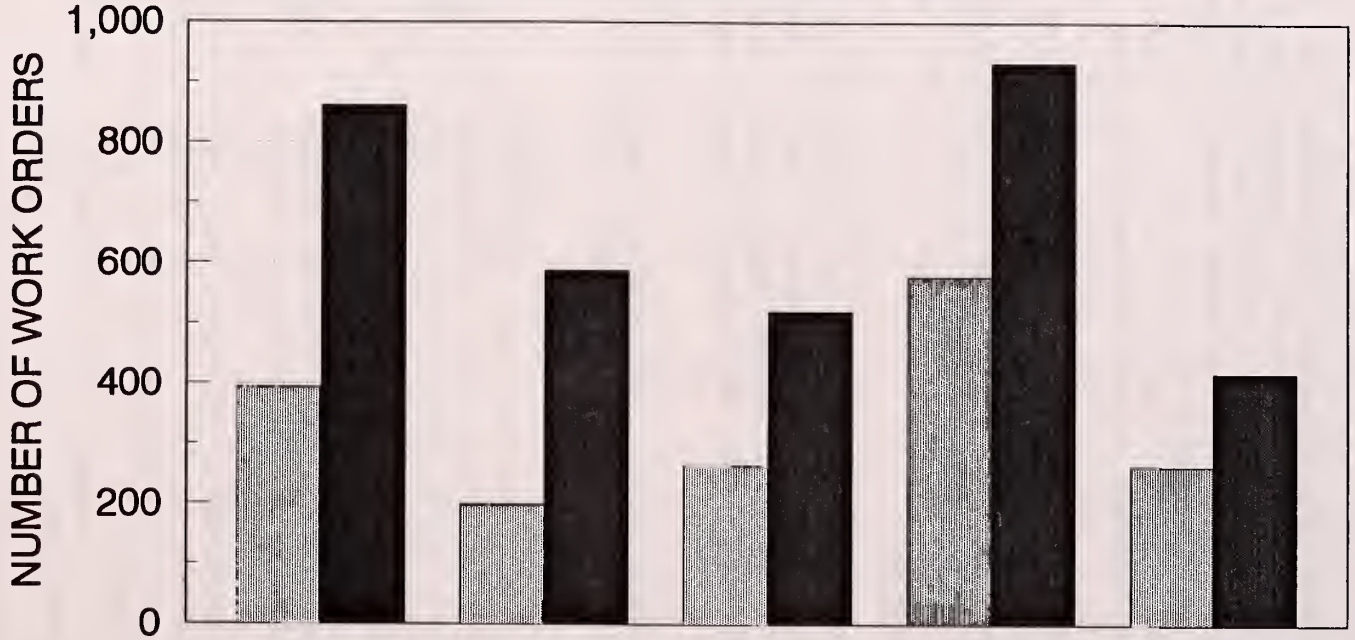
In 1993 the division purchased five new police vehicles, one new bucket truck for the Fire Department, one new small dump truck (patch truck) for the Public Works Department, one bucket truck (traffic lights) for Municipal Maintenance Department and replaced one small pickup truck.

The following statistics indicate the gallons of gasoline and diesel fuel used by the Town departments:

		1992	1993
Police Dept.	Gasoline	46,668	39,109
Fire Dept.	Gasoline	4,456	4,156
	Diesel	5,989	7,582
DPW	Gasoline	7,602	15,576
	Diesel	10,888	16,055
DMM	Gasoline	21,961	22,011
	Diesel	2,233	3,665
Collaborative	Diesel	4,368	4,970
Council on Aging	Gasoline	736	596
Library	Gasoline	2,622	1,873
Town Manager	Gasoline	554	458

MUNICIPAL MAINTENANCE DEPT.

THE NUMBER OF WORK ORDERS FOR THE YEARS OF 1992 & 1993



DIFFERENT CATEGORIES OF WORK ORDERS	ELECTRICAL	CARPENTRY	PLUMBING	MISCELLANEOUS	HVAC-BOILERS
1992	393	197	264	578	263
1993	862	588	520	932	418

TOTAL WORK ORDERS FOR 1992: 1695
TOTAL WORK ORDERS FOR 1993: 3320

DEPARTMENT OF PUBLIC WORKS

The mission of the Department of Public Works is to continuously improve our quality of life by providing the finest potable water, state of the art disposal of our wastes (water and solids), and provide safe travel on our road network.

ENGINEERING

The Engineering Division provided field surveys, construction plans and documents, competitive bids, field layouts and construction supervision for various construction projects such as new sidewalks, storm drains, sewer and water mains. Staff members assisted and coordinated with consultants on the construction of such projects as the Central Street and Stevens Street bridge replacements and the new Bancroft Pumping Station. Assistance was also given to the Highway Division in the planning, estimating and reconstruction or resurfacing of 57 town streets. The Engineering Division maintained and provided records about existing utilities, residential and industrial sites, street layouts and excavations.

Preliminary and Definitive Subdivision Plans were reviewed for the Planning Board. The construction of all new roads and utilities were inspected and tested to meet Town standard requirements. Federal and State government agencies were consulted on engineering matters, principally concerning Chapter 90 construction, sewer main extensions and State Highway projects. The Engineering Division updated the Town Assessor's maps and printed the necessary copies for other Town Departments. Street opening permits for the installation and repair of underground utilities were issued through this division and the necessary inspections were carried out.

The Engineering Division of Public Works consists of four employees. John Avery, Jr., Town Engineer for 29½ years, retired in June, 1993.

	1992	1993
Sidewalk Construction (ft.):	6,900	3,000
Storm Drain Construction (ft.):	2,113	2,200
Water Main Construction (ft.):	1,500	1,375
Streets Reconstructed/Resurfaced (miles):	10.8	19.3
Street Opening Permits:		
Issued/Inspected	270	211
Sewer Connections reviewed for		
Board of Health:	48	41
Assessor's Maps Updated:	36	62
Subdivision Plans reviewed:		
no. of plans/no. of lots	7/134	13/113
Performance Bonds figured for Planning Brd.:	12	14
Subdivision Inspections:		
Water Mains (ft.)	15,330	20,400

	1992	1993
Sewer Mains (ft.)	11,130	800
Drain Lines (ft.)	8,500	6,430
Roads Paved:		
Binder Coarse (ft.)	13,250	10,030
Top Coarse (ft.)	19,650	16,100

HIGHWAY

During the spring and summer, two sweepers were kept busy in continuous cleaning of all streets after the winter sanding. The Highway Division assists the Engineering Division in its inspection of the conditions of new streets before they are accepted as public ways as well as providing men and equipment for all other Public Works divisions when needed. Catch basins and storm drains are kept clean and free of all debris as are Town brooks. The Highway Division, with the help and cooperation of all other divisions of the Public Works Department and the Department of Municipal Maintenance, is also responsible for snow removal and ice control, including flood control for all Town roads.

	1991	1992	1993
Number of streets resurfaced:	7	13	50
Total no. of miles resurfaced:	3.5	3	22.08
Catch basins cleaned:	1,755	1,819	1,119
Storm drains cleaned:	6	7	3
Catch basins repaired:	46	35	36
Storm drains repaired:	1	2	1

SOLID WASTE

Andover, being a member of the North East Solid Waste Committee (NESWC), has its refuse transported and processed at the Regional Waste-to-Energy Plant in North Andover, where the refuse is incinerated to generate electricity. The Solid Waste Division oversees the mandatory curbside recycling program for newspapers/magazines and glass and the voluntary drop-off program collecting #1 and #2 plastics, aluminum materials, and metal containers. The Town also maintains a leaf and grass clippings compost site on High Plain Road, near Bald Hill, with the compost material being available to Town residents.

	1991	1992	1993
Residential refuse collected:	10,510*	10,388*	10,027*
Newspapers/magazines recycled:	2,168*	2,186*	2,278*
Tons of glass recycled:	507*	705*	774*
Yard waste composted:	326*	844*	1,200*

* Tons

WATER

The Water Division is responsible for the meter reading, supply, treatment and distribution of drinking water to the community. The major components of the water system are as follows:

Supply - Haggetts Pond, Fish Brook, Merrimack River, Abbot Well; Treatment - 24 MGD Water Treatment Plant; Chlorination Facilities - Fish Brook; Pumping Stations - Water Treatment Plant, Fish Brook, Bancroft Reservoir, Prospect Hill and Wood Hill. The Water Treatment Plant is a state of the art facility featuring ozonation, coagulation and sedimentation, and granular activated carbon (GAC) filtration in its treatment processes.

Distribution Mains -- 185 miles and 9,404 connections.

	1991	1992	1993
Hydrants Repaired:	39	43	39
Hydrants Replaced:	6	8	0
Hydrants Flushed:	31	29	38
Water Main Breaks Repaired:	18	14	19
House Service Leaks Repaired:	13	14	11
House Services Renewed:	11	6	22
Water Main Taps:	1	2	9
New Water Meters Installed:	55	42	62
Old Water Meters Replaced:	179	85	93
Water Meters Repaired:	5	4	1
Water Shut Offs/Turn Ons:	170	189	192
Gate Boxes Adjusted:	35	30	24
Gallons of water pumped to the system (in millions):	1,865	1,789	1,611
Average daily gallons pumped (in millions):	5.112	4.902	4.414
Maximum day (in millions):	10.92	10.85	10.621

SEWER

The Sewer Division is responsible for the operation and maintenance of the wastewater pumping stations on Dale Street in Ballardvale, Bridle Path, West Elementary School, Shawsheen Village, and the entire system of sanitary sewers.

The sewerage system includes 69 miles of sanitary sewers and 4,843 connections.

The raw sewage discharge from Shawsheen Village Pumping Station is collected and transported by means of a force main through the City of Lawrence and treated by the Greater Lawrence Sanitary District's regional wastewater treatment plant.

	1991	1992	1993
Sewer Main Blocks Cleared:	39	36	46
Sewer Main Rodded - Maintenance:	16	13	23
Sewer Mains Repaired:	1	0	0
Sewer Services Cleared:	40	34	30

GREATER LAWRENCE SANITARY DISTRICT

The Greater Lawrence Sanitary District Wastewater Treatment Facility continued to provide service to residential, commercial and industrial users in 1993. Since its initial operation in April 1977, the facility has treated 189 billion gallons of wastewater that was previously discharged, untreated, into the Merrimack River.

The plant is currently staffed by 59 people. The operation is continuous 24 hours per day, 365 days per year. The District Commission meets monthly to address policy matters.

	1991	1992	1993
Andover's daily average flow to the Sanitary District (in millions of gallons):	3.440	3.308	3.378

ANDOVER RECYCLING COMMITTEE

The Andover Recycling Committee met when needed during 1993. The Town's curbside collection program continued for the third year. The addition of button and rechargeable batteries to the curbside program did not yield sufficient volume to continue past 1993. Button batteries were still collected at various locations downtown by our members and prepared for shipping by Dana Duxbury and Associates to the recycling facility, Mercury Refining Company, Inc. (MERECO) in Albany, New York. The Town now has a contract with MERECO so that we may continue to ship these batteries. Hanne Castle organized this operation for the committee. Annual connectionL almost 40 pounds - more than twice the amount collected in 1992. Of those collected, 7 pounds were mercury batteries.

Plastic (#1 and #2), aluminum cans and materials, and metal cans continued to be collected on the third Saturday of each month at West Middle School. A monthly fee was paid to Dave White by the Town for this service. Carol Rougvie continued to organize our volunteers from the community to assist Dave's crew. There were 2-3 volunteers per shift. Annual tonnage collected: plastic - 27.6; aluminum - 12; metal cans - 25 for a total of 64.6 tons.

Jinny Cole continued to write articles for the *Andover Townsman*. Committee members reviewed the information for the annual DPW calendar which is mailed to all residents but the committee did not assist in the preparation of the mailing as they have in the past.

The committee is pleased that 1994 will bring the addition of metal cans to the Town's curbside collection program. Our goals continue to be: 1) to encourage the Town and schools to buy paper products made of recycled paper; and 2) to monitor, assist and encourage comprehensive recycling in the Town of Andover.

	1992	1993
Button batteries	17.7 lbs.	39.4 lbs.
(included mercury batteries)	6 lbs.	7 lbs.
Plastic	27.6 tons	27.6 tons
Aluminum	12 tons	12 tons
Metal cans	____	25 tons
TOTAL	39.6 tons	64.6 tons

COMMUNITY DEVELOPMENT AND PLANNING

BUILDING DIVISION

The mission of the Building Division is to ensure the health, safety and welfare of the Town's residents and visitors through the enforcement of the State and local laws, bylaws and regulations.

The Building Division is charged with the enforcement of the State Building 780 CMR of the Acts of 1972 and Zoning Act, Massachusetts General Laws 40A. The Building Division issues permits for all types of construction including, but not limited to, school buildings (both public and private), institutional buildings (nursing homes), business, commercial and industrial buildings, dormitories, multi-family as well as single family dwellings, pools, chimneys, signs and additions and alterations to all structures. Building officials also perform periodic inspections for those buildings which are required to obtain Certificates of Inspection under State Building Code, Table 108.

Building officials are employed to administer the building code and to enforce the zoning bylaws which are adopted by both state and local governments. The scope of these codes encompasses a broad range of professional and trade subject areas such as architecture, engineering, fire safety, law, electrical, carpentry, plumbing and gas. Building officials must be familiar with and informed to provide the public with information and guidance on all building and code related matters.

	1992	1993
Single Family Dwellings		
No. of permits (inc. foundations)	141	97
Estimated value	$21,763,100	$17,824,394
Fees	$ 166,437	$ 135,074
New Commercial Construction		
No. of permits	2	2
Estimated value	$26,265,000	$24,864,734
Fees	$ 133,425	$ 128,424
Additions & Alternations to All Types of Buildings		
No. of permits	624	643
Estimated value	$22,997,968	$16,426,153
Fees	$ 147,000	$ 111,024
Public Buildings/Schools		
No. of permits	18	39
Estimated value	$ 1,004,372	$ 5,904,598
Fees	$ 1,968	$ 24,892

	1992	1993
Pools, Chimneys, Raze, Signs		
No. of permits	425	413
Estimated value	$718,816	$646,051
Fees	$12,543	$9,875
Certificates of Inspection		
Fees	$820	$956
Sealer of Weights & Measures		
Fees	$2,245	$1,545
Total Building, Electrical, Plumbing and Gas Permits		
Number of permits	$3,024	$3,326
Estimated value	$72,749,256	$65,665,930
Fees	$548,686	$411,790

ELECTRICAL INSPECTION

The purpose of the Massachusetts Electrical Code is the practical safeguarding of persons and property from hazards arising from the use of electricity. The Electrical Inspector is responsible for receiving and granting permits and scheduling inspections on a daily basis, inspecting all residential, commercial and industrial jobs, approving electrical plans for new buildings, assisting the Fire Department in inspections of fires due to faulty electrical devices and seeing that permits are issued for repairs due to fire damage.

Enforcement of fire alarm regulations for new homes, conducting and certifying inspections of schools, public buildings, day care centers and nursing homes in conjunction with the building officials are part of the duties of the Electrical Inspector. Numerous electrical violations were investigated with the cooperation of Massachusetts Electric Company and corrected without incident.

	1991	1992	1993
Permits issued	793	885	1214
Fees collected	$35,463	$43,239	$46,857

PLUMBING AND GAS INSPECTIONS

The inspection and enforcement of plumbing and gas installations is controlled by a State Uniform Plumbing and Gas Code formulated by the Board of State Examiners of Plumbers and Gas Fitters under authority of Chapter 142 of the General Laws of the Commonwealth of Massachusetts.

This office completes the inspection for permitting gas, plumbing and sewer installations and repairs. Following the

initial inspection, additional inspections are completed during construction to ensure compliance with State codes. A final inspection is conducted for the same purpose as well as to sign off on a Certificate of Occupancy. Complaints and violations must also be investigated and corrected or reported to the proper authorities.

	1991	1992	1993
Plumbing Permits issued	454	527	511
Fees collected	$29,166	$29,343	$28,170
Gas Permits issued	376	402	407
Fees collected	$10,821	$11,636	$11,497

CONSERVATION DIVISION

The mission of the Conservation Division is to protect Andover's natural resources and to act as trustees in perpetuity of the Town's conservation land.

During 1993, the Conservation Commission issued approximately 18% fewer permits under the Massachusetts Wetlands Protection Act than the preceding year. As required by law, an advertised Public Hearing is conducted for each permit issued. These projects include commercial/industrial, residential subdivisions, single lot development and municipal and State projects.

The Conservation Commission maintains the on-going delineation of wetland resources depicted on the 183 Andover Wetland Maps which are directly referenced in various Town By-Laws and regulations, including the Zoning By-Law, the Watershed Protection Overlay District, and Rules and Regulations for Use of Subsurface Sewage Disposal Systems. Approximately 1,600 acres of Town-owned land are under the control and custody of the Conservation Commission which prepared and periodically revises Andover's Open Space and Outdoor Recreation Plan. The Commission administers a number of statutory Conservation Restrictions and Conservation Easements over privately owned property. Approval of Article 61 at the 1993 Annual Town Meeting made $1,000,000 available for the acquisition of conservation land. Phillip F. Wormwood retired from the Conservation Commission after serving nine years.

The Conservation staff attends interdepartmental reviews of major projects, interacts with the other Town land-use regulatory agencies, including the Zoning Board of Appeals, Planning Board, Board of Health, Building officials and their respective staff members and provides technical and administrative support to the seven-member volunteer Commission.

TRAILS COMMITTEE

Preservation of greenspace along the Shawsheen River, particularly the part running through the downtown area, is a

project of the Trails Committee. With support from members of the Conservation Commission, other Town officials, and a number of groups in Town, the Trails Committee is discussing public access to the riverfront with several key landowners. The Committee is also investigating how to create a multi-use path through the area that would serve walkers, commuters, children, and families. Such a path along the Shawsheen's banks would connect key features of our community, be located less than a quarter mile from downtown, and be in close proximity to most of our Town's residents. It would link commuter bus parking, train station, high school and middle school, post office, shopping centers, Penguin Park, and existing conservation and AVIS land. Protecting the Shawsheen River while extending the public's enjoyment of it improves the quality of life in Andover.

CONSERVATION DIVISION SUMMARY (JANUARY 1 THROUGH DECEMBER 31)

	1988	1989	1990	1991	1992	1993
Conservation Commission Meetings	24	24	22	23	24	24
Public Hearings & Public Meetings	181	147	90	95	185	147
Orders of Condition Issued	28	18	22	18	20	25
Amended Orders of Condition Issued	42	25	8	2	9	22
Certificates of Compliance Issued	41	59	48	47	59	54
Determinations of Applicability Issued	86	77	60	46	102	60
Findings of Significance Issued		17	3	18	22	31
Enforcement Orders Issued	39	19	8	24	14	11
Emergency Certifications Issued			2	3	4	0
Wetland Map Boundary Amendments	15	19	10	8	10	22
Acres of Conservation Land Acquired	7.3	57.5	58.3	16.3	36.2	1
Conservation Restrictions Established	3	0	0	0	0	0
Wetland Filing Fees Collected	$825	$4,637	$12,907	$5,355	$5,552	$9,805
Professional Staff	2	2 (until 8/89)	1	1	1	1
Expenditures from Conservation Fund (by Fiscal Year)		$160,275	$529,507	$285,000	$922	$500

HEALTH DIVISION

The mission of the Health Division is to promote and protect the public health including the physical, mental, emotional and social wellness of all people.

The Andover Board of Health is the Town's health policy and decision-making board. Administrative staff includes the Director of Public Health, two Sanitary Code Inspectors/Health officers and two part-time Public Health nurses. John R. Kruse retired from the Board of Health after serving ten years. The following are highlights of the Board of Health activities in 1993:

- formed a regional consortium with the Towns of North Andover, Methuen and Middleton to address public health issues associated with smoking and tobacco use. This consortium was awarded a grant of $140,000 by the Mass. Dept. of Public Health.

- implemented a new computerized permit system for all construction, food service and other Board of Health permits.

- immunized a record number (over 1,300) residents against influenza and pneumonia with the objective of preventing what is predicted to be a major disease outbreak in the 1993-94 winter season.

- conducted the first Annual Household Hazardous Waste Collection Day in three years. Response to this initiative was overwhelming as over 900 residents participated.

- initiated a new rabies education and prevention program. Animal rabies was declared endemic in Massachusetts raccoons by the State Division of Animal Health in 1993.

- received a grant from the Andover Home for the Aged to offer blood sugar (diabetes) screening clinic to Andover senior citizens.

ACTIVITIES REPORT

	1991	1992	1993
Board of Health Meetings	14	12	11
Plan Reviews	67	182	143
Restaurant Inspections	296	304	270
Complaints & Investigations	212	246	225
Administrative Hearings	14	5	2
Court Actions	3	8	5
Fees collected	$45,451	$72,602	$57,183

Disease prevention, detection, containment and treatment are important public health nursing objectives. There have been no cases of human rabies reported but rabid animals were found in

Andover in 1993. In separate incidents, four rabid raccoons and one skunk were in direct contact with household pets and the pets were handled by family members. The humans exposed via their pets were advised to see their physicians. They were all treated with rabies vaccine. The exposed pets had their rabies vaccinations checked and were confined for a specific period.

Public Health Nurses provided free tuberculin testing for Andover residents who require it for employment or are exposed to active tuberculosis. There is extensive follow-up of any positive reactor on medication or active cases of pulmonary tuberculosis.

All reportable communicable diseases are investigated and a case report sent to the Communicable Disease Control Division of the Massachusetts Department of Public Health.

CLINIC REPORT

	1991	1992	1993
Outreach Clinics	33	35	35
Attendance	457	455	489
Senior Center Clinics	44	51	49
Attendance	652	755	796
Office Visits	170	253	188
Home Visits	19	6	17
Influenza Immun. Clinic Attendance	1,140	1,088	1326
Cholesterol Screening Clinics	10	10	11
Attendance	186	153	182
Glucose Screening Clinic (new)			31
Employee Hepatitis Immunization Clinic Attendance			81

COMMUNICABLE DISEASES

	1991	1992	1993
Chicken Pox	198	167	135
Animal Bites	18	19	37
Campylobacter	0	8	9
Salmonella	9	6	7
Giardia	10	3	2
Hepatitis	0	0	6

PLANNING DIVISION

The mission of the Planning Division is to ensure the orderly growth and development of the Town through sound planning practices and through the implementation of the recommendations of the Master Plan.

As the statistics below reveal, 1993 mirrored the activity levels observed in 1992 and would indicate that the upswing in the economy is continuing with subdivision and development reviews and approvals remaining constant. In addition to increased single family residential development, the Planning Board approved several plans for new businesses in downtown Andover. Many of our larger industrial and commercial residents continued making major expansions to their facilities and added new tenants, including Genetics Institute, Hewlett Packard, Vicor and Brickstone Square.

During 1993, construction began on the River Road highway improvement project and a grant application was submitted to the State for the extension of Burtt Road in Lowell Junction which will greatly enhance safety, traffic, flows, and development potential in that major industrial area. Plans were also developed for significant improvements at Shawsheen Square.

The Planning Division continues to work with our neighboring communities on planning and economic issues and we strive to improve the service we provide to the citizens of Andover by adopting Total Quality Management practices and policies. Our mission is to provide the best service and guidance to the Town as Andover grows into the 21st century. Both John O'Brien and Mariann Lombardi left the Planning Board in 1993 - John because he was elected a State Senator and Mariann because she moved to Boston.

	1989	1990	1991	1992	1993
Planning Board Meetings	23	23	23	25	21
Approved Definitive Subdivision Plans	8	6	3	7	6
Approved Preliminary Subdivision Plans	4	3	1	3	2
Approved ANR Plans*	37	37	27	38	39
Site Plan Reviews	8	9	1	4	6
Special Permits Issued	1	6	6	13	14
Subdivision Performance Guarantees	$264,940	$287,045	$288,410	$426,940	$422,536
Warrant Articles Reported	53	49	24	22	28
Street Acceptances	12	11	4	8	7
Revenues Generated	**$41,585**	**$12,346**	**$53,828**	**$34,514**	**$19,265**

*Subdivision plans not requiring formal Planning Board approval

ZONING BOARD OF APPEALS

The Andover Zoning Board of Appeals is authorized to function under the General Laws of the Commonwealth of Massachusetts, Chapter 40A and 40B and the Town By-laws. The Board meets on the first Thursday of each month in Memorial Hall Library, Memorial Hall, Elm Square. Five regular members and four associate members are appointed by the Selectmen and serve without pay. The public hearings by the Board are the result of applications in the following areas:

- For a variance from the requirements of the By-laws.
- For a special permit under the By-laws.
- By a person aggrieved by the decision of the Building Inspector or other administrative officer.
- For permission to construct low or moderate income housing within the Town of Andover (Comprehensive Permit).

Prior to hearings, applications are reviewed and pertinent plans and sketches requested, legal advertisements are published and abutters are notified as required by law. The public hearings are conducted by the Chairman in conformity with the Board of Appeals Rules and Regulations. Following the hearings, the members of the Board, when deemed necessary, view each property in question and hold a deliberation meeting thereafter, open to the public, at which time the Board discusses the petitions which have been heard. Based on their views and the evidence presented at the hearing, a decision is rendered, signed and filed with the Town Clerk.

Jane E. Griswold retired from the Zoning Board on June 30, 1993. Ms. Griswold had been an active member of the Board for eighteen years and served as Clerk for twelve of those years. C. Ryan Buckley also retired from the Board on June 30, 1993. Mr. Buckley had been an active member since 1987 and had served as Chairman since 1990.

	1990	1991	1992	1993
Regular Monthly Meetings	12	12	12	12
Deliberation Meetings	18	19	15	15
Petitions Heard	54	45	77	86
Petitions Granted	39	36	69	69
Petitions Withdrawn	4	7	9	8

The Community Development & Planning Department's revolving account is used for the departmental fees charged for advertising of legal hearings and/or legal notices associated with permit applications within the department. Receipts for the first six months of FY94 are $4,635.00 - expenditures are $3,335.69.

COUNCIL ON AGING

The mission of the Council on Aging is to ensure comprehensive, quality programs and services through outreach, education, advocacy and social activities for the senior population of the Town of Andover.

The year 1993 experienced a change of administration and other personnel. In March, 1993, Sharon L. Souza was appointed Coordinator of Senior Services, replacing Mary Byrne Potvin, who resigned in December, 1992. Niki Riedell was appointed Outreach Service Coordinator in August, 1993, replacing Elizabeth Leed, who resigned in October, 1992.

Since her appointment, Ms. Souza has made significant changes in the Senior Center, which in large part are responsible for the 1993 increases. Exceptions to this were Adult Day Care and Meals-on-Wheels, which suffered sharp declines in 1993. This condition was due in large part to further State cuts and a poor economy. During the coming year, coordinated efforts will be made to correct this problem through strong marketing strategies and vast improvement in public awareness.

With further changes on the planning board to increase involvement by seniors and to revise programs and services, 1994 should bring major improvement in every area, resulting in a more user friendly environment in the Senior Center.

	1991	1992	1993
Elderly Social Day Care			
Total Participation	59	61	51
Total Days Used	4,024	4,945	4,252
Instructional Classes			
Total Classes	255	297	364
Total Participation	490	577	757
Lectures and Seminars			
Total Number	18	23	24
Total Attendance	450	575	600
Lunch Program			
Meals-On-Wheels	8,440	8,789	7,186
Walk-Ins	6,164	5,128	5,634
Day Care	3,760	4,095	3,612
Social Events			
Number of Parties	7	6	10
Total Attendance	628	404	964
Senior Prom Attendance	217	231	150

	1991	1992	1993
Bingo (Weekly)			
Total Games	48	48	48
Total Attendance	3,800	4,200	4,320
Elderly Health Clinics:			
Eye Screening (2/yr.)	60	65	70
Hearing Screening (1/mo.)	--	120	180
Skin Cancer Screening	--	30	--
Blood Pressure (weekly)	630	718	802
Podiatry Clinic (2/mo.)	--	--	47
Dental Clinic (1/mo.)	--	--	8
Outreach Services			
Elder Services of the Merrimack Valley:			
Unduplicated Clients	275	249	272
Proportionate Cost of Services	$181,946	$202,816	$296,275
Family Service Assoc. of Lawrence:			
Total Clients Served	135	152	160
Unduplicated Clients	60	70	73
Total Contacts	275	325	393

ANDOVER HOUSING AUTHORITY

The Andover Housing Authority was organized in June, 1948. The regular meetings of the Board of Directors are held on the second Thursday of every month at the main office, on the second floor of the recreation hall at Stowe Court.

At the Annual Meeting held on June 10, 1993, the following officers were elected:

Ronald Hajj - Chairperson
John Hess - Vice Chairman
Eileen Connolly - Treasurer
Hartley Burnham - Asst. Treasurer

The Governor's appointee to the Board of Directors is Hartley Burnham. The newest elected member to the board is Norma Villarreal.

The Andover Housing Authority manages 218 units of state-aided elderly housing, 56 units of state-aided family housing, 31 units under the Mass. Rental Voucher Program (formerly the Chapter 707

Program) and 8 units of handicapped housing (Chapter 689). In addition, the Authority administers 59 Section 8 Certificates and 68 Section 8 Vouchers, which are federally funded through the Department of Housing and Urban Development.

The following represents a comparison of statistical data for the past three years:

STATE FUNDED PROGRAMS:		1991	1992	1993
Income Limits:	1 person	$19,488	$21,140	$21,140
	2 people	$22,272	$24,260	$24,160
	3 people	$25,056	$27,180	$27,180
	4 people	$27,840	$30,200	$30,200
	5 people	$29,580	$32,088	$32,088
	6 people	$31,320	$33,975	$33,975
	7 people	$33,060	$35,750	$35,863
	8 people	$34,800	$37,750	$37,750
Vacancies:	Elderly	28	45	37
	Family	10	11	6
Average Rent:	Elderly	$169	$204	$206
	Family	$309	$350	$351

FEDERALLY FUNDED PROGRAMS: Section 8 Rental Assistance

		1991	1992	1993
Income Limits:	1 person	$16,500	$16,800	$16,950
	2 people	$18,900	$19,200	$19,350
	3 people	$21,250	$21,600	$21,800
	4 people	$23,600	$24,000	$24,200
	5 people	$25,550	$25,900	$26,150
	6 people	$27,400	$27,850	$28,050
	7 people	$29,250	$29,750	$30,000
	8 people	$31,150	$31,700	$31,950

Fair Market Rents: (Section 8 Certificates)

	Published FMR	20% Exception
1 Bedroom	$ 500	$ 600
2 Bedrooms	$ 650	$ 780
3 Bedrooms	$ 813	$ 894
4 Bedrooms	$1001	$1001

Applicable Payment Standards: (Section 8 Vouchers)

1 Bedroom	$637
2 Bedrooms	$764
3 Bedrooms	$874

ANDOVER HISTORICAL COMMISSION

Preservation of mill buildings on the Shawsheen River in the Andover Village Historic District was a major concern in 1993. Listed on the National Register of Historic Places, the mills are the centerpiece of the entire district. In September 1993, a demolition permit proposal was received to raze a three-story mill building, smoke stack and boiler on the west side of the river to facilitate the renovation of the remaining structures for assisted care living. With the involvement of the Building Inspector, the Fire Department and the Planning Department, the Commission ruled the structures should be "preferably preserved" pending further analysis. On the east side of the Shawsheen, a demolition proposal to raze the so-called DASA building was approved with the understanding that the owner, Burt Paley, will make space available on the west side for the only tenant in that building - the Suburban Health Clinic.

The preservation of the Redman Card Clothing Company's mill buildings on Red Spring Road is also of great concern. The Redman family wishes to expand operations and is considering relocation. In this regard, the Commission is working with the Redman family, the Planning Division, Essex County Planner Tom O'Leary, the Town Manager and the Conservation Commission to come up with a financially viable plan. The object of such a plan would be to improve public access to a beautiful stretch of the Shawsheen River and preserve the historic 1812 mill building. Karen Herman is actively involved in this project.

Another major concern was the preservation of Draper Hall on the Phillips Academy campus. In May 1993, the Commission approved permits to demolish Abby Hall, "the Shop" and Building 108 in order to facilitate the conversion of Draper Hall to apartments. These permits expired by the year end because funding for the apartment project failed. At year end, the Phillips Academy Trustees voted to raze all but the front end of Draper Hall and to restore the portion of Draper Hall facing School Street and the historic Abbot Hall. While the Commission is disheartened by the Academy's decision not to preserve the historic south wing of Draper Hall, it applauds the decision to fund the restoration of Abbot Hall and all of the buildings facing School Street making up the historic Abbot Academy circle.

During 1993, the Commission processed several demolition requests including two separate sites on Center Street, Ballardvale and one each on Cuba Street and 174 Lowell Street. The petition to demolish a Central Street residence to make room for a parking lot for Andover Bank employees was approved on the grounds that the structure was not "historically significant" although Commission members are concerned that it results in further erosion of the historic residential area on Central Street.

The Commission continues to monitor the Ballardvale Historic District Study Committee which just completed a comprehensive list of buildings it plans to include in the proposed district. They have held public meetings and made promotions in support of the district. While a plan was not completed in time for the 1994 Town Meeting, an active committee, under the able chairmanship of Timothy Barash, believes that a viable plan can go to Town Meeting no later than April 1995.

The Commission completed the assigned mission to take the necessary preliminary steps for Andover's 350th celebration in 1996. After hearings, it identified community groups anxious to take key roles in the program and initiated a budget request, approved at the 1993 Annual Town Meeting, for $20,000 seed money. Four Commission members serve on the 350th Committee including Norma Gammon, its able and experienced chairperson.

Commission members, particularly our Secretary Karen Herman, played an active role in the Town's Shawsheen Square Redevelopment Project. The Commission made several written recommendations to the Board of Selectmen most of which were designed to preserve the historic features of land and buildings adjacent to the square and the use of signs to enhance the Village's status as an important Village District in the National Register of Historic Places. The Commission received a report from Ray and Melissa Flynn indicating strong local support for a Chapter 40C Historic District.

In December 1993, the Commission was successful in receiving approval to place the former United States Post Office Building in the National and State Registers of Historic Places along with an Historic Restrictive Covenant to be administered by the Massachusetts Historical Commission. We have cooperated with the latter on specific proposals, the last of which involves First Essex Bank.

The Commission continues to work with the Andover Historical Society in joint programs in the area of annual preservation awards and house markers. Public support for the marker program improved significantly in 1993.

Ellen Zipeto's membership in the Design Advisory Group served to keep us informed on pertinent development in that area. John Dugger is serving as liaison on the Ballardvale Historic District Study Committee. Steve Kearn, in addition to being a member on the 350th Committee, has been on the Preservation Award Committee for two years. Francis Byrne attends our meetings regularly with significant input on several key issues.

John S. Sullivan, Chairman
Andover Historical Commission

GREATER LAWRENCE REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

The Annual Report for fiscal year 1993, covering the period from July 1, 1992 through June 30, 1993, was accepted and approved at a regularly scheduled meeting of the Greater Lawrence Regional Vocational Technical High School District Committee held on October 26, 1993. The report is prepared each year in conformity with the terms of the Agreement ot Establish a Regional School District. Participating communities in the district are the City of Lawrence and the Towns of Andover, North Andover and Methuen.

	1990-91	1991-92	1992-93
Enrollment	1,530	1,448	1,452
Andover students	39	26	23
Placement of graduates/ employment	83%	76%	80%

The business firms with Cooperative Work Agreements with the school numbered 1,885 - an increase of fifty-four companies within one year.

The following courses were offered during the 1992-93 school year:

Allied Health Technician
Automotive
Clothing
Construction & Building/Painting
Data Processing
Drafting
Electronics
Graphic Communications Technology
Industrial Electronics
Major Appliance/Air Conditioning/ Refrigeration
Small Engine Repair
Autobody
Carpentry
Cosmetology
Culinary Arts
Distributive Education
Electrical
Food Tech Mgmt/Clothing
Heavy Equipment
Machine Technology
Metal Fabrication
Plumbing & Pipefitting

ANNUAL TOWN MEETING APRIL 12, 13, 1993

WARRANT ART.NO.	DESCRIPTION	ACTION TAKEN	APPR. BY ATTY. GEN.
1	Election		
2	Election of Officers not required by ballot		
3	The Budget	Approved	
4	Salaries of elected officials	Approved	
5	Grant programs authorization	Approved	
6	Road contracts	Approved	
7	Free cash	Approved	
8	Unexpended appropriations	Approved	
9	Chapter 90 road easements	Approved	
10	Unpaid bills	Approved	
11	Town report	Approved	
12	Town budget transfers	Approved	
13	Vocational High School Grant Statute Acceptance	Approved	
14	Property tax exemptions Statute Acceptance	Approved	
15	Rescinding of bond authorizations	Approved	
16	Community Services revolving account Statute Acceptance	Approved	
17	Community Development & Planning revolving account Statute Acceptance	Approved	
18	Town Meeting Warrant	Defeated	
19	Structure definition - Zoning Bylaw	Approved	July 19, 1993
20	Dimensional Requirements - Zoning Bylaw	Approved	July 19, 1993
21	Temporary signs - Zoning Bylaw	Approved	Disapproved July 19, 1993
22	Signs - Zoning Bylaw	Approved	July 19, 1993
23	Closure of Town Meeting Town Bylaw	Defeated	
24	Annual report	Approved	
25	Yielding the floor Town Bylaw	Defeated	
26	Appointment of Legal Advisor to Town Meeting	Defeated	

ANNUAL TOWN MEETING APRIL 12, 13, 1993

WARRANT ART.NO.	DESCRIPTION	ACTION TAKEN	APPR. BY ATTY. GEN.
27	Street Acceptance - Sugarbush Lane (Extension)	Approved	
28	Street Acceptance - Fairway Drive	Approved	
29	Street Acceptance - Southridge Circle	Approved	
30	Street Acceptance - Paulornette Circle (Extension)	Approved	
31	Street Acceptance - Sutton Way	Approved	
32	Street Acceptance - Iron Gate Drive	Approved	
33	Street Acceptance - Robinswood Way	Not Laid Out	
34	Street Acceptance - Windemere Drive (portion)	Not Laid Out	
35	Street Acceptance - Heritage Lane	Not Laid Out	
36	Street Acceptance - Hawk Ridge	Approved	
37	Street Acceptance - Cobblestone Way	Not Laid Out	
38	Street acceptance - Dairy Lane	Not Laid Out	
39	Quorum for Town Meeting Town Bylaw	Approved	July 19, 1993
40	Outdoor recreational and athletic facilities	Defeated	
41	Finance Committee public forums prior to Town Meetings	Defeated	
42	Lowell Junction Road - Discontinuance as a public way	Approved	
43	Lowell Junction Road - Abandonment of cul-de-sac and slope easement	Approved	
44	Private sponsored articles - Town Bylaw	Approved	July 19, 1993
45	Agreement regarding services to Crystal Circle subdivision	Withdrawn	
46	Replace pumping station pumps, motors and peripheral equipment	Approved	
47	District Boundaries (Central Street)- Zoning Bylaw	Withdrawn	
48	District Boundaries (Chestnut Street) - Zoning Bylaw	Withdrawn	

ANNUAL TOWN MEETING APRIL 12, 13, 1993

WARRANT ART.NO.	DESCRIPTION	ACTION TAKEN	APPR. BY ATTY. GEN.
49	Procedure for standing votes at Town Meeting Town Bylaw	Defeated	
50	Record Board of Selectmen meetings	Defeated	
51	Record Finance Committee meetings	Defeated	
52	Early retirement incentive program Statute Acceptance	Approved	
53	District Boundaries (So. Main Street) - Zoning Bylaw	Withdrawn	
54	Reconsideration of vote at Town Meeting Town Bylaw	Defeated	
55	NESWC borrowing	Withdrawn	
56	Reclaiming impounded dogs Town Bylaw	Approved	July 19, 1993
57	Dog Fines Town Bylaw	Approved	July 19, 1993
58	Water mains - Salem Street, Wagonwheel & Jenkins Roads	Defeated	
59	Codification Town Bylaw	Approved	July 19, 1993
60	Establish 350th anniversary committee & funds	Approved	
61	Amend Article 46 from the 1992 Annual Town Meeting (water mains)	Approved	
62	Acquisition of land for conservation purposes	Approved	

ANNUAL TOWN MEETING - MARCH 22, 1993

Agreeably to a Warrant signed by the Selectmen on March 1, 1993 the Inhabitants of said Town who are qualified to vote in Elections and Town Affairs to meet and assemble at the designated polling place. All eight precincts: Precincts One, Two, Three, Four, Five, Six, Seven, Eight, are to vote at the Dunn Gymnasium, Andover High School, Shawsheen Road, in said Andover, on

MONDAY, THE TWENTY-SECOND DAY OF MARCH, 1993

at eight o'clock A.M. to eight o'clock P.M. to act upon the following articles:

Pursuant to the foregoing Warrant, I subscriber, one of the Constables of the Town of Andover, have notified the Inhabitants of said Town to meet at the time and place and for the purposes stated in said Warrant, by posting a true and attested copy of the same on the Town Hall, on each school house and in no less than five other public places where bill and notices are usually posted and by publication in the Andover Townsman. Said Warrants have been posted and published fourteen days.

Ronald F. Ford
Constable

ARTICLE 1. Took up Article One and proceeded to vote Town Offices. The ballot boxes were found to be empty and registered 0000. The polls were opened at eight o'clock A.M. and closed at eight o'clock P.M.

The total number of ballots cast was 2,647, viz:

Prec. 1 -299 Prec. 2 -307 Prec. 3 -361 Prec. 4 -448
Prec. 5 -334 Prec. 6 -370 Prec. 7 -270 Prec. 8 -258

1	2	3	4	5	6	7	8	MODERATOR FOR ONE YEAR	
226	235	269	334	215	276	207	181	James D. Doherty	1943
63	56	79	101	106	79	55	61	John Doyle	600
10	16	13	13	13	15	8	16	Blanks	104

								SELECTMEN - ONE FOR THREE YEARS	
208	203	221	227	171	175	144	157	William T. Downs	1506
83	93	130	200	146	183	120	86	Arthur H. Morrissey	1041
8	11	10	21	17	12	6	15	Blanks	100

1	2	3	4	5	6	7	8	SCHOOL COMMITTEE - ONE FOR THREE YEARS	
50	58	77	86	47	82	53	39	Timothy D Dempsey	492
42	34	37	45	42	20	31	33	Sean F. Lambert	284
192	207	234	310	240	261	180	177	Richard R. Muller	1801
15	8	13	7	5	7	6	9	Blanks	70

1	2	3	4	5	6	7	8	ANDOVER HOUSING AUTHORITY ONE FOR FIVE YEARS	
151	126	180	215	166	173	162	158	Norma L. Villarreal	1331
123	144	157	187	128	167	79	75	Michael L. Zimmer	1060
							1	Susan Estes	1
25	37	24	46	40	30	29	24	Blanks	255

After the final action on the preceding Article One, the said meeting shall stand adjourned by virtue of Chapter 39, Section 20 of the Massachusetts General Laws, to April 12, 1993, at 7:00 P.M., at the J. Everett Collins Center for the Performing Arts, Shawsheen Road, in said Andover.

ADJOURNED ANNUAL TOWN MEETING **APRIL 12, 1993**

The check lists were used at the entrance and showed 538 voters admitted to the meeting.

The meeting was called to order by James D. Doherty, Moderator at 7:15 P.M.

The opening prayer was offered by Rev. James Diamond, Christ Church, Andover.

Salute to the flag was led by Chairman William Downs, Chairman, Board of Selectman.

Unanimous consent was voted to admit 18 non-voters to the meeting and allow non-voters to be escorted to the non voting section thereafter.

The Moderator announced there would be no smoking or food in the Collins Center.

Upon motion made and duly seconded, it was VOTED by unanimous consent to dispense with the reading of the Warrant and return of service of the Constable.

Upon motion made and duly seconded, it was VOTED by unanimous consent that the Moderator refer to the articles by number and subject matter.

ARTICLE 1: To elect a Moderator for one year, one Selectman for three years, one School Committee member for three years and one Andover Housing Authority member for five years.

All the candidates above were voted for on one ballot on March 22nd.

The polls were open from 8:00 A.M. to 8:00 P. M.

Town Clerk, Randall L. Hanson declared the successful candidates to be as follows:

James D. Doherty	Moderator for One Year
William T. Downs	Selectman for Three Years
Richard R. Muller	School Committee for Three Years
Norma L. Zimmer	Andover Housing Authority for Five Years

ARTICLE 2. To elect all other officers not required by law to be elected by ballot.

Upon motion made and duly seconded it was VOTED that Edwin T. Riedel be elected Trustee of the Cornell Fund for three years by a MAJORITY vote.

ARTICLE 3. To see if the Town will vote to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, to defray charges and expenses of the Town, including debt and interest, and to provide for a reserve fund for the Fiscal Year beginning July 1, 1993, and ending June 30, 1994.

Upon motion made and duly seconded it was VOTED by a MAJORITY vote to raise and appropriate the following sums of money:

Finance Committee Report: Approval

GENERAL GOVERNMENT

1	PERSONAL SERVICES	Including $230,312 in department receipts, $2,000 in grants and $10,000 in Wetland filing fees	$2,138,782.00
2	OTHER EXPENSES	Including $3,500 for out-of-state travel, $155,385 in department receipts and $500 in Wetland filing fees	962,907.00
		Total Appropriated	3,101,689.00

MUNICIPAL MAINTENANCE

3	PERSONAL SERVICES	Including $69,282 from rental income and $35,000 from Cemetery interest income and $20,000 from sale of lots	1,622,610
4	OTHER EXPENSES	Including $28,000 from rental income	1,828,118.00
		Total Appropriated	3,490,728.00

PUBLIC SAFETY

5	PERSONAL SERVICES	Including $90,000 from ambulance receipts and $25,226 from parking meter receipts	6,018,103.00
6	OTHER EXPENSES	Including $6,600 for out-of-state travel and $80,000 from ambulance receipts and $10,500 from parking meter receipts	513,818.00
		Total Appropriated	6,531,921.00

PUBLIC WORKS

7	PERSONAL SERVICES		1,864,074.00
8	OTHER EXPENSES	Including $2,750 for out-of-state travel and $46,500 in department receipts	4,954,440.00
		Total Appropriated	6,818,514.00

LIBRARY

9	PERSONAL SERVICES	Including $58,514 from Merrimack Valley Library Consortium	1,021,478.00
10	OTHER EXPENSES	Including $700 for out-of-state travel; $21,266 from State Library Aid and $30,000 from Merrimack Valley Library Consortium	384,860.00
		Total Appropriated	1,406,338.00

UNCLASSIFIED

11	COMPENSATION FUND		353,000.00
12	RESERVE FUND		200,000.00
		Total Appropriated	553,000.00

ANDOVER PUBLIC SCHOOLS

13	PERSONAL SERVICES		18,679,960.00
14	OTHER EXPENSES	Including $8,000 for out-of-state travel	4,042,108.00
		Total Appropriated	22,722,068.00

GREATER LAWRENCE TECHNICAL HIGH SCHOOL

15	Total Appropriated	78,600.00

FIXED

16	INTEREST EXPENSE	2,080,373.00
17	BOND REDEMPTION	3,247,700.00
18	STABILIZATION FUND	60,000.00
19	INSURANCE EXPENSES	913,500.00
20	UNEMPLOYMENT COMPENSATION	90,000.00
21	RETIREMENT - PERSONAL SERVICES	33,640.00
22	RETIREMENT - OTHER EXPENSES	18,185.00
23	CONTRIBUTORY RETIREMENT	1,676,133.00
24	NON-CONTRIBUTORY RETIREMENT	78,000.00
25	RETIREMENT FUND	457,918.00
26	HEALTH INSURANCE FUND	3,770,600.00
	Including $50,000 from parking meter receipts for bond redemption	
	Total Appropriated	12,426,049.00
	TOTAL BUDGET APPROPRIATION	**$57,128,907.00**

SPECIAL ARTICLES - FREE CASH

Article 7	Free Cash	**$ 200,000.00**

SPECIAL ARTICLES - FROM AVAILABLE FUNDS

Article 10	Unpaid Bills	$ 2,541.52
Article 60	350th Anniversary Committee	20,000.00
	Total	**$ 22,541.52**

SPECIAL ARTICLES - TRANSFER OF FUNDS

Article 8	**Unexpended Articles**	
	Transfer From:	
	Article 21, 1989 Traffic Signals	$ 17,542.76
	Article 30, 1989 Clark Road Sidewalk	4,805.63
	Article 29, 1989 Water Mains	15,647.88
	Article 23, 1988 Woburn Street Sidewalk	4,274.03
	Article 44, 1990 Clark Road Sidewalk	11,625.51
	Article 75, 1990 Traffic Signals	27,000.00
	Total	**$ 80,895.81**
	Transfer To:	
	Public Works - Other Expenses FY 1993	**$ 80,895.81**

Article 12	**Budget Transfers**	
	Transfer From:	
	Debt Service - Interest Expense FY 93	$ 100,000.00
	Insurance Expense FY 93	60,000.00
	Total	**$ 160,000.00**
	Transfer To:	
	Public Works - Other Expenses FY 93	**$ 160,000.00**

SPECIAL ARTICLES - BORROWING

Article 46	Water Pumping Station Pumps	$ 150,000.00
Article 62	Conservation Land Acquisition	1,000,000.00
	Total	**$ 1,150,000.00**

RESCIND BOND AUTHORIZATIONS

Article 15	Article 28, 1989 - Sewer - Lowell /West Parish	**$200,000.00**

A true record

A T T E S T

Randall L. Hanson

Randall L. Hanson
Town Clerk

ARTICLE 4. To establish the salaries of the elected officers for the ensuing year.

Upon motion made and duly seconded it was VOTED by a MAJORITY vote that the salaries of the elected Town Officers be established as follows:

Town Moderator -	$125.00 for each Annual Town Meeting and $30.00 for each Special Town Meeting except when it falls within the Annual Town Meeting.
Selectmen -	Chairman - $1,500.00 Members - $1,200.00
School Committee -	Chairman - $1,500.00 Members - $1,200.00

Finance Committee Report: Approval

ARTICLE 5. To see if the Town will vote to authorize the Board of Selectmen and/or the Town Manager to apply for, accept and enter into contracts from time to time for the expenditure of any funds allotted to Andover by the Commonwealth of Massachusetts or the U. S. Government under any State or Federal grant program.

Upon motion made and duly seconded it was VOTED to approve Article 5 as printed in the Warrant by a MAJORITY vote.

Finance Committee Report: Approval
Selectman Report: Approval

ARTICLE 6. To see if the Town will vote to authorize the Town Manager to enter into a contract with the Massachusetts Highway Department Commissioners, the County Commissioners and/or either of them for the construction and maintenance of public highways in the Town of Andover for the ensuing year.

Upon motion made and duly seconded it was VOTED to approve Article 6 as printed in the Warrant by a MAJORITY vote.

Finance Committee Report: Approval
Selectman Report: Approval

ARTICLE 7. To see what amount the Town will vote to permit the Assessors to use in free cash to reduce the Fiscal Year 1994 tax rate and to effect appropriations voted at the 1993 Annual Town Meeting.

Upon motion made and duly seconded it was VOTED that the Town permit the Assessors to use $200,000 in free cash to reduce the Fiscal Year 1994 tax rate and to effect appropriations voted at the 1993 Annual Meeting by a MAJORITY vote.

Finance Committee Report: Approval
Selectman Report: Approval

ARTICLE 8. To see what disposition shall be made of unexpended appropriations and free cash in the treasury.

Upon motion made and duly seconded it was VOTED by a MAJORITY vote that the sum of $80,895.81 be transferred from the following unexpended appropriations:

Article 21, 1989	Traffic Signals Lowell Street & Haggetts Pond Road	$17,542.76
Article 30, 1989	Clark Road Sidewalk	4,805.63
Article 29, 1989	Water Mains Glenwood Road Extension	15,647.88
Article 23, 1988	Woburn Street Sidewalk	4,274.03
Article 44, 1990	Clark Road Sidewalk	11,625.51
Article 75, 1990	Traffic Signals - High & Haverhill	27,000.00

and be appropriated to the following account:

Public Works - Other Expenses FY93	$80,895.81

Finance Committee Report: Approval
Selectman Report: Approval

ARTICLE 9. To see if the Town will vote to authorize the Town to acquire any necessary easements by gift, by purchase or by right of eminent domain for Chapter 90 Highway Construction.

Upon motion made and duly seconded it was VOTED to approve Article 9 as printed in the Warrant.

VOTE: UNANIMOUS A 2/3 vote required

Finance Committee Report: Approval
Planning Board Report: Approval

ARTICLE 10. To see if the Town will vote to transfer from available funds a sum not to exceed $10,000 to pay unpaid bills for which obligation was incurred in prior Fiscal Years.

Upon motion made and duly seconded it was VOTED by a 4/5 VOTE that the Town vote to transfer from available funds the sum of $2,541.52 to pay the following unpaid bill incurred in a prior fiscal year:

VENDOR	AMOUNT	DEPARTMENT
Dr. David Morley	$ 891.00	Police
Dr. Jerold Weiner	14.19	"
St. John's Hospital	1,521.89	"
McGoldrick & Loconte	64.44	"
University of Mass.	50.00	Community Development
	$ 2,541.52	

VOTE: UNANIMOUS A 4/5 vote required

Finance Committee Report: Approval
Selectman Report: Approval

ARTICLE 11. To act upon the report of the Town officers.

Upon motion made and duly seconded it was VOTED by a MAJORITY vote that Article 11 be approved with the following notation to the minutes of the 1992 Annual Town Meeting: The Attorney General accepted all regular and zoning bylaws passed at the Annual 1992 Town Meeting except for the deletion of Section Vl A.9.c (5) of Article 39 which referred to an off street parking fund that was not passed at the 1992 Town Meeting.

Richard Bowen of 12 Banister Road and Chairman of the Water Conservation Committee gave an informative report of the Committee to the meeting members concerning their findings.

ARTICLE 12. To see if the Town will vote to transfer a sum not to exceed $500,000.00 from amounts previously appropriated at the April 13, 1992 Annual Town Meeting as authorized by Massachusetts General Laws, Chapter 44, Section 33B.

Upon motion made and duly seconded it was VOTED by a MAJORITY vote that the sum of $160,000 be transferred from the following account:

Debt Service - Interest Expense	$ 100,000
Insurance Expense	60,000

and be appropriated to the following account:

Public Works - Other Expenses FY 93	$ 160,000

Finance Committee Report: Approval
Selectman Report: Approval

ARTICLE 13. To see if the Town will vote to approve the acceptance by the Greater Lawrence Regional Vocational Technical High School District of (1) Chapter 70A of the General Laws relating to an Equal Educational Opportunity Grant.

Upon motion made and duly seconded it was VOTED that Article 13 be approved as printed in the Warrant by a MAJORITY vote

Finance Committee Report: Approval
Selectmen Report: Approval

ARTICLE 14. To see if the Town will vote to accept the provisions of Section 4, Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 to allow an additional property tax exemption for Fiscal Year 1994 to allow those persons who qualify for property tax exemptions under Massachusetts General Laws Chapter 59, Section 5.

Upon motion made and duly seconded it was VOTED that Article 14 be approved as printed in the Warrant by a MAJORITY vote.

Finance Committee Report: Approval
Selectmen Report: Approval

ARTICLE 15. To see if the Town will vote to rescind unissued bond authorizations from prior Town Meetings or take any other action related thereto.

Upon motion made and duly seconded it was VOTED to rescind the following bond authorization:

Article 28, 1989 Annual Town Meeting - Sewer - Lowell St./West Parish Drive $200,000.00

VOTE: UNANIMOUS A 2/3 vote required

Finance Committee Report: Approval
Selectmen Report: Approval

ARTICLE 16. To see if the Town will vote to accept the provisions of Massachusetts General Laws, Chapter 44, Section 53E½ for the purpose of establishing a Community Services revolving account for ticket sales, related trip expenses and youth activities for Fiscal Year 1994, such expenses to be funded by revenues collected from these activities, and to authorize the Town Manager to make expenditures in an amount not to exceed $100,000 for FY-1994, or take any other action related thereto.

Upon motion made and duly seconded it was VOTED that Article 16 be approved as printed in the Warrant by a MAJORITY vote.

Finance Committee Report: Approval
Selectmen Report: Approval

ARTICLE 17. To see if the Town will vote to accept the provisions of Massachusetts General Laws, Chapter 44, Section 53E½ for the purpose of establishing a Community Development and Planning revolving account for expenses charged for advertising or legal hearings and/or legal notices associated with permit applications for the Building, Health, Conservation and Planning divisions of said department for Fiscal Year 1994; such expenses to be funded by fees collected from applicants, and to authorize the Town Manager to make expenditures in an amount not to exceed $10,000 for Fiscal Year 1994 or take any other action related thereto.

ARTICLE 17 Continued

Upon motion made and duly seconded it was VOTED that Article 17 be approved as printed in the Warrant by a MAJORITY vote.

Finance Committee Report: Approval
Selectmen Report: Approval

ARTICLE 18. To see if the Town will vote to require that, henceforth, the Selectmen shall provide each voter of the Town of Andover with an official copy of the Warrant for any annual or special Town Meeting, to be used for the conduct of the business of such Town Meeting, and stating the time and place of holding the meeting and the subjects to be acted upon thereat, in compliance with Massachusetts General Laws, Chapter 39, Section 10; such document to be devoid of editorial comment, recommendations and statements of approval or disapproval of any kind.

On petition of John Doyle and others.

Article 18 was DEFEATED

ARTICLE 19. To see if the Town will vote to amend the Zoning Bylaw, Article VIII of the Town Bylaws, by striking definition #13. as it appears in Article VIII, Section II, and substituting therefore the following definition #13.:

"13. Structure: Any combination by man of matter composed of parts or materials assembled and joined or mixed together in some definite manner or pattern at a certain location for whatever purpose or use, whether or not affixed to the land. "Structure" shall include, but not be limited to, swimming pools, tennis courts, sports courts and courts for athletic and recreational activity and the equipment and paraphernalia associated with any such court; but shall not include fences, garden walls, earth retaining or embankment walls, and paved areas used solely for vehicular or pedestrian access or both."

Upon motion made and duly seconded it was VOTED that Article 19 be approved as printed in the Warrant.

VOTE: YES - 453 NO - 6 A 2/3 vote required

Selectmen Report: Approval
Planning Board Report: Approval

ARTICLE 20. To see if the Town will vote to amend the Zoning Bylaw, Article VIII of the Town Bylaws, by adding to Section V.B.2. the following subsection i.:

"i. Subject to other provisions of the Zoning Bylaw, swimming pools, tennis courts, sports courts and courts for non-public athletic and recreational activity, and their associated equipment and paraphernalia, constructed and employed for the private use without fee or charge of the occupant of the lot, are permitted as an accessory use in rear yards and in side yards, but not in front yards, in all districts provided they are not located nearer than five (5) feet to any property line of the rear yard and that they comply with the minimum setback requirements for side yards in the particular district."

ARTICLE 20 Continued

Upon motion made and duly seconded it was VOTED that Article 20 be approved as printed in the Warrant

VOTE: UNANIMOUS A 2/3 vote required

Selectmen Report: Approval
Planning Board Report: Approval

ARTICLE 21. To see if the Town will vote to amend the Zoning Bylaw, Article VIII of the Town Bylaws, by adding new subsections VI.B.2.f.(3) and VI.B.2.f.(4) as follows:

"(3) Temporary signs pertaining to a candidate or ballot question appearing on the ballot of an election duly called in the Town of Andover shall require no sign permit and shall be allowed in all zoning districts. Such signs permitted by this Bylaw:

(a) shall only be permitted on private property;
(b) shall not exceed six (6) square feet in area per sign and shall not exceed in aggregate twenty-four (24) square feet in area per lot;
(c) shall not be higher than three (3) feet above ground level;
(d) shall be stationary and shall not be illuminated;
(e) shall be erected no sooner than thirty (30) days prior to the date of the election and shall be removed within three (3) days after the election.

(4) Unless otherwise specified in this Bylaw, temporary signs pertaining to other non-commercial issues shall require no sign permit and shall be allowed in all zoning districts. There shall be no limitation on such signs except as set forth in subsections (3)(a)-(d) above."

Upon motion made and duly seconded moved to accept Article 21 as printed in the Warrant.

A motion was made and seconded to amend Article 21 by deleting subsection 4 of the article as printed in the Warrant. A vote was called to close debate and was approved by a 2/3 vote.

The amendment was approved by a MAJORITY vote.

Article 21 was VOTED as amended .

VOTE: YES - 317 NO - 114 A 2/3 vote required

Selectmen Report: Approval as printed in the Warrant
Planning Board Report: Approval with amendment

ARTICLE 22. To see if the Town will vote to amend the Zoning Bylaw, Article VIII of the Town Bylaws, subsection VI.B.2.d.(8) by deleting the words "Section V.B.2.f." and replacing with the words "Section V.B.2.g.".

Upon motion made and duly seconded it was VOTED to approve Article 22 as printed in the Warrant

VOTE: UNANIMOUS A 2/3 vote required

Board of Selectmen Report: Approval
Planning Board Report: Approval

ARTICLE 23. To see if the Town will vote to adopt the following bylaw for the regulation of the proceedings at all annual and special Town Meeting of the Town of Andover:

> Closure shall require a motion from the floor and a two-thirds vote, and shall not be permitted until at least three voters in favor of a motion and three voters opposed to it have been given the opportunity to obtain the floor and speak.

On petition of John Doyle and others.

Article 23 was DEFEATED

ARTICLE 24. To see if the Town will vote to require that, henceforth, the Annual Report for the Town of Andover shall contain a detailed, accurate and complete accounting of all revenues and expenses attributable to the self-sufficient water and sewer accounts, including, but not limited to, revenues identified by source; direct, indirect and overhead costs; debt service costs identified by project and State and/or Federal reimbursements identified by project.

On petition of Margaret Cronin and others.

Upon motion made and duly seconded it was VOTED to approve Article 24 as printed in the WARRANT by a MAJORITY vote.

Finance Committee Report:	Approval
Selectman Report:	Approval

ARTICLE 25. To see if the Town will vote to adopt the following bylaw for the regulation of the proceedings at all annual and special Town Meetings of the Town of Andover:

> Any member of the Town Meeting who speaks to a subject under consideration, shall be given, if he or she so requests, the privilege of yielding the floor for the purpose of allowing any other Town Meeting member or members in the room to pose questions or to present points of view pertaining to the subject under consideration, while retaining the floor to respond to such questions and points of view.

On petition of John Doyle and others.

Article 25 was DEFEATED

ARTICLE 26. To see if the Town will vote to require that the Moderator shall appoint the Town Counsel to the position of "legal Advisor to the Town Meeting", whose opinions, when requested by the Moderator, must be accepted as the ultimate legal authority by the Town Meeting voters.

On petition of John Doyle and others.

Article 26 was DEFEATED

ARTICLE 27. To see if the Town will vote to accept and name as a public way, Sugarbush Lane (portion), as shown on a plan entitled, "Definitive Subdivision Plan 'Sugarbush Lane Extension'", dated June 21, 1990 and recorded with the Essex North District Registry of Deeds as Plan No. 11874.

On petition of Linda A. O'Connell and others.

ARTICLE 27 Continued

Upon motion made and duly seconded it was VOTED to approve Article 27 as printed in the Warrant by a MAJORITY vote.

Planning Board Report: Approval
Selectman Report: Approval

ARTICLE 28. To determine if the Town will accept, lay out, and name as a public way, Fairway Drive, as shown on a plan entitled Street Acceptance Plan of land in Andover, Massachusetts Fairway Drive, dated December 10, 1992, prepared by Dana F. Perkins, Inc.

On petition of Reginald L. Marden and others.

Upon motion made and duly seconded it was VOTED to approve Article 28 as printed in the Warrant by a MAJORITY vote.

Planning Board Report: Approval
Selectman Report: Approval

ARTICLE 29. To determine if the Town will accept, lay out, and name as a public way, Southridge Circle, as shown on a plan entitled Street Acceptance Plan As Built Plan of Land in Andover, Massachusetts Iron Gate Drive/Southridge Circle, dated September 11, 1992, prepared by Dana F. Perkins, Inc.

On petition of Reginald L. Marden and others.

Upon motion made and duly seconded it was VOTED to approve Article 29 as printed in the Warrant by a MAJORITY vote.

Planning Board Report: Approval
Selectman Report: Approval

ARTICLE 30. To determine whether the Town will accept, lay out, and name as a public way, Paulornette Circle, as shown on a plan entitled Street Acceptance As Built Plan "Oakmont" Andover, Massachusetts, dated November 20, 1992, prepared by Dana F. Perkins, Inc.

On petition of Reginald L. Marden and others.

Upon motion made and duly seconded it was VOTED to approve Article 30 as printed in the Warrant by a MAJORITY vote.

Planning Board Report: Approval
Selectman Report: Approval

ARTICLE 31. To determine if the Town will accept, lay out, and name as a public way, Sutton Way, as shown on a plan entitled Street Acceptance Plan As Built Plan of Land in Andover, Massachusetts Iron Gate Drive/Sutton Way, dated September 11, 1992, prepared by Dana F. Perkins, Inc.

On petition of Reginald L. Marden and others.

Upon motion made and duly seconded it was VOTED to approve Article 31 as printed in the Warrant by a MAJORITY vote.

Planning Board Report: Approval
Selectman Report: Approval

ARTICLE 32. To determine if the Town will accept, lay out, and name as a public way, Iron Gate Drive, as shown on a plan of land entitled Street Acceptance Plan As Built Plan Iron Gate Drive, dated, September 11, 1992, prepared by Dana F. Perkins, Inc.

On petition of Reginald L. Marden and others.

Upon motion made and duly seconded it was VOTED to approve Article 32 as printed in the Warrant by a MAJORITY vote.

Planning Board Report: Approval
Selectman Report: Approval

ARTICLE 33. To petition the Town of Andover to vote to accept and name as a public way, Robinswood Way, as shown on plan entitled "DEFINITIVE SUBDIVISION" PLAN OF LAND "SUNNYSIDE ACRES" ANDOVER, MASS. OWNER: THEODORE REALTY TRUST.

See an original Subdivision Plan entitled, "DEFINITIVE PLAN SUNNYSIDE ACRES, ANDOVER, MASS. OWNER: THEODORE REALTY TRUST, ENGINEER: EMMONS, FLEMING & BIENVENU, INC., SCALE 1" = 40', DATE: SEPTEMBER 20, 1973", and said plan is filed with North Essex Registry of Deeds as Plan #7129.

On petition of John P. Ford and others.

Article 33 was WITHDRAWN Not Laid Out

ARTICLE 34. To petition the Town of Andover to vote to accept and name as a public way, a portion of Windemere Drive running from Cricket Circle to Robinswood Way as shown on plan entitled "DEFINITIVE SUBDIVISION" PLAN OF LAND "SUNNYSIDE ACRES" ANDOVER, MASS. OWNER: THEODORE REALTY TRUST.

See an original Subdivision Plan entitled, "DEFINITIVE PLAN SUNNYSIDE ACRES, ANDOVER, MASS. OWNER: THEODORE REALTY TRUST, ENGINEER: EMMONS, FLEMING & BIENVENU, INC., SCALE 1" = 40', DATE: SEPTEMBER 20, 1973", and said plan is filed with North Essex Registry of Deeds as Plan #7129.

On petition of John P. Ford and others.

Article 34 was WITHDRAWN Not Laid Out

ARTICLE 35. To determine if the Town will accept, layout, and name as a public way, Heritage Lane, as shown on a plan of land entitled "As-Built and Acceptance Plan in Andover, Massachusetts of Heritage Lane", dated January 1993, prepared by Merrimack Engineering Services, Inc., 66 Park Street, Andover, Massachusetts 01810.

On petition of Domenic Scalise and others.

Article 35 was WITHDRAWN Not Laid Out

ARTICLE 36. To determine if the Town will accept, layout and name as a public way, Hawk Ridge, as shown on a plan of land entitled "As-Built and Acceptance Plan in Andover, Massachusetts of Hawk Ridge", dated January 1993, prepared by Merrimack Engineering Services, Inc., 66 Park Street, Andover, Massachusetts 01810.

On petition of John McGarry and others.

ARTICLE 36 Continued

Upon motion made and duly seconded it was VOTED to approve Article 36 as printed in the Warrant by a MAJORITY vote.

Planning Board Report: Approval
Selectman Report: Approval

ARTICLE 37. To determine if the Town will accept, layout and name as a public way, Cobblestone Way, as shown on a plan of land entitled "As-Built and Acceptance Plan in Andover, Massachusetts of Cobblestone Lane", dated January 1993, prepared by Merrimack Engineering Services, Inc., 66 Park Street, Andover, Massachusetts 01810.

On petition of John McGarry and others.

Article 37 was WITHDRAWN Not Laid Out

ARTICLE 38. To determine if the Town will accept, layout and name as a public way, Dairy Lane, as shown on a plan entitled "Street Acceptance Plan As-Built Plan of Land in Andover, Massachusetts of Dairy Lane", dated February 12, 1993, prepared by Lakeview Engineering, Inc.

On petition of Robert F. Kelley and others.

Article 38 was WITHDRAWN Not Laid Out

ARTICLE 39. To see if the Town will vote to remove Section 3 of Article II, entitled "Quorum" from the Town Bylaws, thereby eliminating the quorum requirement for Town Meeting.

On petition of Ruth H. Dunbar and others.

Upon motion made and duly seconded it was VOTED to approve Article 39 as printed in the Warrant by a MAJORITY vote

VOTE: Yes: 280 NO: 126

Board of Selectmen Report: Disapproval

Upon motion made and duly seconded, it was VOTED to adjourn at 10:22 P.M. until Tuesday, April 13, 1993 at 7:00 P.M. at the Collins Center, Andover High School, Shawsheen Road.

ADJOURNED ANNUAL TOWN MEETING - APRIL 13, 1993

The check lists were used at the entrance and showed 424 voters were admitted to the meeting.

The meeting was called to order by James D. Doherty, Moderator, at 7:30 P. M.

Unanimous consent was voted to admit 16 non-voters to the meeting and to escort non-voters to the non voters section thereafter.

ARTICLE 40. To see if the Town will vote to raise by taxation, by transfer from available funds, by borrowing or by any combination of the foregoing and appropriate the sum of $1,000,000 for the construction and reconstruction of outdoor recreational and athletic facilities and for paving and repaving parking lots or take any other action related thereto.

Article 40 was DEFEATED

ARTICLE 41. To see if the Town will vote to require that the Finance Committee of the Town of Andover shall, henceforth, conduct televised public forums, no less than fourteen days before any annual or special Town Meetings, to respond to voters' questions and points of view on financial articles contained in the warrants of such Town Meetings.

On petition of Margaret Cronin and others.

Article 41 was DEFEATED

ARTICLE 42. To see if the Town will vote to transfer the care, custody, management and control of the parcel and areas of land hereinafter described and the improvements, if any therein, held by the Board of Selectmen and/or the Department of Public Works for purposes of a public way and for drainage and preservation of slopes, to the Board of Selectmen for purposes of discontinuance as a public way, and, to the highest responsive bidder as required by law for the fair market value thereof as determined by a qualified appraiser whose report and valuation is acceptable to the Board of Selectmen, for purposes of abandonment as an easement for highway purposes and as an easement for drainage and preservation of slopes:

A portion of the existing Lowell Junction Road right of way easement parcel of land, with the improvements thereon, if any, located in Andover, Essex County, Massachusetts, more particularly shown as "Portion of Lowell Junction Road To Be Discontinued and Abandonment (Cul-de-sac) Plan, Lowell Junction Road, Andover, Massachusetts, Prepared for the Town of Andover", Scale 1" = 20', dated January 11, 1993 by Martinage Engineering Associates, Inc., Civil - Environmental Engineers and Land Surveyors, 131 Main Street, Reading, Massachusetts, being further bounded and described as follows:

Beginning at a point on the southerly side of Lowell Junction Road, said point being located S 70° 36' 13" W, a distance of 179.81 feet from the stone bound at an angle point in Lowell Junction Road;

thence running southwesterly by the remaining land of Genetics Institute, Inc. by a curved line having a radius of 40.00 feet, a length of 42.48 feet to a point at a stone bound with a drill hole;

thence running southwesterly by the remaining land of said Genetics Institute, Inc. S 09° 45' 31" W, a distance of 40.07 feet to a point at a stone bound with a drill hole;

thence running southwesterly, westerly and northwesterly by the remaining land of Genetics Institute, Inc. by a curved line having a radius of 70.00 feet, a length of 178.03 feet to a point at a stone bound with a drill hole;

thence running southwesterly by the remaining land of Genetics Institute, Inc. N 24° 31' 17" W, a distance of 24.95 feet to a point at the sideline of the Parcel Z Roadway Easement and Biotechnology Drive (owned by Genetics Institute, Inc.);

thence running southeasterly by the remainder of the Lowell Junction Road right of way easement parcel by a curved line having a radius of 1,975.00 feet, a length of 105.44 feet to a point;

thence running southeasterly by the remainder of the Lowell Junction Road right of way easement parcel by a line 50.00 feet distance from and parallel to the northerly sideline of the Lowell Junction Road right of way easement

ARTICLE 42 Continued

parcel, N 70° 36' 13" E, a distance of 82.14 feet to a point at a stone bound with a drill hole and the point of beginning.

Said portion of the Lowell Junction Road right of way easement parcel containing 11,177 square feet, more or less as shown on said plan. Said portion of the Lowell Junction Road right of way easement parcel is to be discontinued as a public right of way easement and abandoned by the Town of Andover.

In addition thereto, the three areas, each shown on said plan on the Genetics Institute, Inc. property as an Existing Slope Easement (To Be Abandoned) and containing respectively 1,160 square feet, 310 square feet and 135 square feet, more or less, are to be abandoned by the Town of Andover or take any action relative thereto.

Upon motion made and duly seconded it was VOTED that the Town vote to transfer the care, custody, and management and control of the parcel and areas of land hereinafter described and the improvements, if any therein, held by the Board of Selectmen and/or the Department of Public Works for purposes of a public way and for drainage and preservation of slopes, to the Board of Selectmen for purposes of discontinuance as a public way, and subject to an easement acceptable to the Selectmen, convey to the highest responsive bidder as required by law for the fair market value thereof as determined by a qualified appraiser whose report and valuation is acceptable to the Board of Selectmen, for purposes of abandonment as an easement for highway purposes and as an easement for drainage and preservation of slopes as described in Article 42 of the Warrant.

VOTE: Unanimous A 2/3 vote required

Planning Board Report: Approval
Selectman Report: Approval

ARTICLE 43. To see if the Town will vote to authorize the Board of Selectmen to discontinue as a public way, and, to the highest responsive bidder as required by law for the fair market value thereof as determined by a qualified appraiser whose report and valuation is acceptable to the Board of Selectmen, to abandon as an easement for highway purposes a section of Lowell Junction Road and as an easement for drainage and preservation of slopes three areas of land abutting said Lowell Junction Road, all more particularly described as follows:

A portion of the existing Lowell Junction Road right of way easement parcel of land, with the improvements thereon, if any, located in Andover, Essex County, Massachusetts, more particularly shown as "Portion of Lowell Junction Road To Be Discontinued and Abandonment (Cul-de-sac) Plan, Lowell Junction Road, Andover, Massachusetts, Prepared for the Town of Andover", Scale 1" = 20', dated January 11, 1993 by Martinage Engineering Associates, Inc., Civil - Environmental Engineers and Land Surveyors, 131 Main Street, Reading, Massachusetts, being further bounded and described as follows:

Beginning at a point on the southerly side of Lowell Junction Road, said point being located S 70° 36' 13" W, a distance of 179.81 feet from the stone bound at an angle point in Lowell Junction Road;

thence running southwesterly by the remaining land of Genetics Institute, Inc. by a curved line having a radius of 40.00 feet, a length of 42.48 feet to a point at a stone bound with a drill hole;

ARTICLE 43 Continued

thence running southwesterly by the remaining land of said Genetics Institute, Inc. S 09° 45' 31" W, a distance of 40.07 feet to a point at a stone bound with a drill hole;

thence running southwesterly, westerly and northwesterly by the remaining land of Genetics Institute, Inc. by a curved line having a radius of 70.00 feet, a length of 178.03 feet to a point at a stone bound with a drill hole;

thence running southwesterly by the remaining land of Genetics Institute, Inc. N 24° 31' 17" W, a distance of 24.95 feet to a point at the sideline of the Parcel Z Roadway Easement and Biotechnology Drive (owned by Genetics Institute, Inc.);

thence running southeasterly by the remainder of the Lowell Junction Road right of way easement parcel by a curved line having a radius of 1,975.00 feet, a length of 105.44 feet to a point;

thence running southeasterly by the remainder of the Lowell Junction Road right of way easement parcel by a line 50.00 feet distance from and parallel to the northerly sideline of the Lowell Junction Road right of way easement parcel, N 70° 36' 13" E, a distance of 82.14 feet to a point at a stone bound with a drill hole and the point of beginning.

Said portion of the Lowell Junction Road right of way easement parcel containing 11,177 square feet, more or less as shown on said plan. Said portion of the Lowell Junction Road right of way easement parcel is to be discontinued as a public right of way easement and abandoned by the Town of Andover.

In addition thereto, the three areas, each shown on said plan on the Genetics Institute, Inc. property as an Existing Slope Easement (To Be Abandoned) and containing respectively 1,160 square feet, 310 square feet and 135 square feet, more or less, are to be abandoned by the Town of Andover or take any action relative thereto.

Upon motion made and duly seconded it was VOTED that the Town vote to authorize the Board of Selectmen to discontinue as a public way, and subject to an easement acceptable to the Selectmen, convey to the highest responsive bidder as required by law for the fair market value thereof as determined by a qualified appraiser whose report and valuation is acceptable to the Board of Selectmen, to abandon as an easement for highway purposes a section of Lowell Junction Road and as an easement for drainage and preservation of slopes three areas of land abutting said Lowell Junction Road, all more particularly described in Article 43 of the Warrant.

VOTE: UNANIMOUS A 2/3 vote required

Planning Board Report: Approval
Selectman Report: Approval

ARTICLE 44. To see if the Town will vote to amend the General Bylaws of the Town of Andover by adding the following:

Article III, Section 3 (a)

(7) A brief and concise explanation, provided by the petitioners of any privately-sponsored financial articles, if said petitioners so desire.

On petition of Margaret Cronin and others.

ARTICLE 44 Continued

Upon motion made and duly seconded it was VOTED by a MAJORITY vote to amend the General Bylaws of the Town of Andover by adding the following:

Article III, Section 3 (a)

(7) A brief and concise explanation, not to exceed 150 words,provided by the petitioners of any privately-sponsored financial articles, if said petitioners so desire. The explanation shall be submitted at the same time as the warrant article.

Board of Selectmen Report: Approval
Finance Committee Report: Approval

ARTICLE 45. To authorize, pursuant to Massachusetts General Laws Chapter 40, Section 4A, as amended, an Agreement with House of Atreus Realty Trust and the Town of Tewksbury whereby:

a. the Town of Andover will provide water services (and be paid for such services) to lots 19, 20, 21, 22 and 23 Crystal Circle which are located in the Town of Tewksbury; and

b. the Town of Tewksbury will provide sewer services (and be paid for such services) to lots 12, 13, 14, 15, 16, 17, 25, 27 and 29 Crystal Circle which are located in the Town of Andover;

c. the Town of Andover will pay to Tewksbury the bills for sewer usage assessed against the lots in Andover and then Andover shall issue its own bill to the owners of the Andover lots for the sewer usage;

d. the Town of Tewksbury will pay to Andover the bills for water usage assessed against the lots in Tewksbury and then Tewksbury shall issue its own bills to the owners of the Tewksbury lots for the water usage;

e. the Town of Andover will snowplow the roadway known as Crystal Circle in both the Town of Andover and the Town of Tewksbury;

f. the Town of Tewksbury will indemnify, defend and hold harmless the Town of Andover for claims relating to sewer backup in the lots in Andover;

g. the Town of Andover will indemnify, defend and hold harmless the Town of Tewksbury for claims relating to water main breaks in the lots in Tewksbury; and

h. the Agreement shall be for a period not to exceed 25 years and may contain a provision for earlier termination as provided in Massachusetts General Laws Chapter 40, Section 4A, as amended.

i. The Agreement shall comply with the provision of Massachusetts General Laws Chapter 40, Section 4A, as amended.

All lots being shown on a Plan of Land known as Crystal Circle Subdivision which is located in both Andover and Tewksbury, Massachusetts and to authorize the Board of Selectmen, as the Water and Sewer Commissioners and the Town Manager to enter into such an agreement upon such terms and conditions they deem appropriate.

On petition of Mark B. Johnson and others.

Article 45 was WITHDRAWN

ARTICLE 46. To see if the Town will vote to raise by taxation, by transfer from available funds, by borrowing or by any combination of the foregoing and appropriate the sum of $150,000 for the purpose of replacing pumping station pumps, motors and peripheral equipment or take any other action related thereto.

Upon motion made and duly seconded it was VOTED that the sum of $150,000 be hereby appropriated for the purpose of replacing pumping station pumps, motors and peripheral pumping station equipment, and that to raise this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow not exceeding $150,000 under and pursuant to Chapter 44, Section 8 (5), of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes of the Town therefor.

VOTE: UNANIMOUS A 2/3 vote required

Finance Committee Report: Approval
Selectmen Report: Approval
Planning Board Report: Approval

ARTICLE 47. To see if the Town will vote to amend the Andover Zoning Bylaw in Section III, District Boundaries, (and make the appropriate changes to the Zoning Map of Andover, Massachusetts) to extend the General Business District by changing from Single Residence A (SRA) to General Business District (GB) a certain parcel of land situated on Central Street shown as Lot 84 on Town of Andover Assessor's Map 55.

On petition of Richard G. Asoian and others.

Article 47 was WITHDRAWN

ARTICLE 48. To see if the Town will vote to amend the Andover Zoning Bylaw in Section III, District Boundaries, (and make the appropriate changes to the Zoning Map of Andover, Massachusetts) to extend the General Business District by changing from Single Residence A (SRA) to General Business District (GB) a certain parcel of land situated on Chestnut Street being shown as Lot 87 on Town of Andover Assessor's Map 55.

On petition of Richard G. Asoian and others.

Article 48 was WITHDRAW without prejudice

ARTICLE 49. To see if the Town will vote to adopt the following bylaw for the regulation of the proceedings at all annual and special Town Meetings of the Town of Andover:

All standing votes and counting of voters shall be accomplished as follows:

1. The assembly of voters shall be divided into a convenient number of clear designated sections, with one teller for each section.

2. The Town Meeting assembly space shall be defined as that space occupied by, and limited to, the combined designated voting sections.

3. The tellers, in turn, shall announce their separate tallies to the assembly and also shall submit them, in writing, to the chief teller.

ARTICLE 49 Continued

4. The Town Clerk shall be the chief teller who, after calculating the total tallies, shall submit them, in writing, to the Moderator.

5. The tellers shall not congregate, nor converse with anyone, except openly with the Moderator, throughout the process of taking the standing votes or of counting the voters.

6. The Moderator shall make public declaration of all votes.

On petition of John Doyle and others.

Article 49 was DEFEATED

ARTICLE 50. To see if the Town will vote to raise by taxation and appropriate a sum not to exceed $4,000 for the first year's operation, and to require that, henceforth, all regular and special meetings of the Board of Selectmen of the Town of Andover shall be recorded officially in their entirety by means of a tape recorder or by other means of sonic reproduction, from the resulting recordings of which transcripts shall be made, to be preserved in perpetuity, and copies of both the recordings and the transcripts shall be made available to the public as soon as possible, at no greater than actual cost.

On petition of John Doyle and others.

Article 50 was DEFEATED

ARTICLE 51. To see if the Town will vote to raise by taxation and appropriate a sum not to exceed $4,000 for the first year's operation, and to require that, henceforth, all meetings of the Finance Committee of the Town of Andover shall be recorded officially in their entirety by means of a tape recorder or by other means of sonic reproduction, from the resulting recordings of which transcripts shall be made, to be preserved in perpetuity, and copies of both the recordings and the transcripts shall be made available to the public as soon as possible, at no greater than actual cost.

On petition of John Doyle and others.

Article 51 was DEFEATED

ARTICLE 52. To see if the Town will vote to accept the provisions of General Laws Chapter 32, Section 22D as amended, and to accept the provisions of Chapter 133, Section 48 of the Acts of 1992 as amended relative to the establishment of an early retirement incentive program for municipal employees, and/or take any other action related thereto.

Upon motion made and duly seconded it was VOTED that Article 52 be approved as printed in the Warrant by a MAJORITY vote.

Finance Committee Report: Approval
Selectmen Report: Approval

ARTICLE 53. To see if the Town will vote to amend the Andover Zoning Bylaw in Section III (District Boundaries) and to make the appropriate change in the Zoning Map of Andover, Massachusetts to provide that a portion of that certain parcel of land situated on South Main Street (Route 28) and being shown as a portion of Lot 9 on the Town of Andover Assessor's Map 104 be designated as a General Business (GB) district. The portion of the parcel to have a change in zoning district is bounded on the west by a line running parallel to and four hundred (400') feet westerly of South Main Street, southerly by Lots 1 and 2 as shown on Assessor's Map 104 and northerly by land of the Commonwealth of Massachusetts, and more particularly bounded and described on a plan entitled: "Plan of Land Route 125 Route 28, Andover, Massachusetts; Prepared by: Dana F. Perkins, Inc.; Scale: 1" = 50'; Dated: January 13, 1993".

On petition of Arthur J. McCabe, II and others.

Article 53 was WITHDRAWN

ARTICLE 54. To see if the Town will vote to adopt the following bylaw for the regulation of the proceedings at all annual and special Town Meetings of the Town of Andover:

> The Moderator shall permit a motion to reconsider a subject that has been voted upon if, immediately following the vote, it is determined that a quorum does not exist; the reconsideration to be the first order of business at the next session of that Town Meeting.

On petition of John Doyle and others.

Article 54 was DEFEATED

ARTICLE 55. To see if the Town will vote to raise by taxation, by transfer from available funds, by borrowing or by any combination of the foregoing and appropriate the sum of $417,000, or any other sum, in order to finance the payments, including interest thereon, the Town was required to make under an arbitration award granted the Massachusetts Refusetech, Inc., including reimbursing the Department of Public Works - Solid Waste Expense Account for sums advanced to make such payments, and to petition the General Court for a special law to authorize any borrowing and validate any action taken under this article, or to take any other action related thereto.

Article 55 was WITHDRAWN

ARTICLE 56. To see whether the Town will vote to amend Article XII, Section 11(e) of the General By-Laws as follows:

Reclaiming Impounded Dogs: An owner reclaiming an impounded dog shall pay an administrative fee of twenty-five dollars ($25.00) plus up to twelve dollars ($12.00) boarding charge for each day that the dog has been impounded plus forty dollars ($40.00) for a distemper vaccination, to a total maximum of one hundred eighty-five dollars ($185.00)

ARTICLE 56 Continued

Upon motion made and duly seconded it was VOTED by a MAJORITY vote to amend Article XII, Section 11(e) of the General By-Laws as follows:

Reclaiming Impounded Dogs: An owner reclaiming an impounded dog shall pay an administrative fee of twenty-five dollars ($25.00) plus up to twelve dollars ($12.00) boarding charge for each day that the dog has been impounded plus up to forty dollars ($40.00) for a distemper vaccination, to a total maximum of one hundred eighty-five dollars ($185.00).

Selectmen Report: Approval
Finance Committee Report: Approval

ARTICLE 57. To see whether the Town will vote to amend Article XII, Section 11(k) of the General By-Laws by deleting the second sentence and adding in place thereof the following: "Violations of any provision of this By-Law shall be punished by a fine of twenty-five dollars ($25.00) for the first, and fifty dollars ($50.00) for a second or subsequent offense", or take any action related thereto.

Upon motion made and duly seconded it was VOTED to approve Article 57 as printed in the Warrant by a MAJORITY vote

Selectmen Report: Approval
Finance Committee Report: Approval

ARTICLE 58. To see if the Town will vote to raise by taxation, by transfer from available funds, by borrowing, or by any combination of the foregoing and appropriate the sum of $390,000.00 for the purpose of laying eight inch or twelve inch water mains in Salem Street from Wethersfield Drive to Jenkins Road, Wagonwheel Road and Jenkins Road from Salem Street to Alison Way.

On petition of John Marshall and others.

Article 58 was DEFEATED

ARTICLE 59. To see if the Town will vote to amend Part II, Article I of the General Bylaws by adding a new Section as follows:

"Section 5: Codification. The Town Clerk is authorized, at his or her discretion, to assign an Article and Section number to Bylaws adopted by the Town."

Upon motion made an duly seconded it was VOTED to approve Article 59 as printed in the Warrant by a MAJORITY vote.

Selectmen Report: Approval

ARTICLE 60. To see if the Town will vote to authorize the Town Manager to establish a committee for the proper observance of the Town's Three Hundred and Fiftieth Anniversary and to raise and appropriate by taxation or transfer from available funds the sum of $20,000 to meet the expenses of the Three Hundred and Fiftieth Anniversary observance, or take any other action related thereto.

Upon motion made and duly seconded it was VOTED to approve Article 60 by a MAJORITY vote

Finance Committee Report: Approval
Selectman Report: Approval

ARTICLE 61. To see if the Town will vote to amend Article 46 of the 1992 Annual Town Meeting for the purpose of laying and relaying water mains in all or a portion of streets not specified in Article 46 or take any other action related thereto.

Upon motion made and duly seconded it was VOTED that the vote adopted under Article 46 at the 1992 Annual Town Meeting be hereby amended so as to authorize the proceeds of the bonds or notes authorized thereby to be expended for the laying and relaying of water mains in all or a portion of Park Street, Locke Street and Woburn Street.

VOTE: UNANIMOUS A 2/3 vote required

Finance Committee Report: Approval
Selectmen Report: Approval
Planning Board Report: Approval

ARTICLE 62. To see if the Town will vote to raise by taxation, by transfer from available funds, by borrowing or by any combination of the foregoing and appropriate the sum of $1,000,000 for the acquisition of land for conservation purposes under the provisions of Chapter 40, Section 8C of the Massachusetts General Laws or take any other action related thereto.

Upon motion made and duly seconded it was VOTED that the sum of $1,000,000 be hereby appropriated for the acquisition of land for conservation purposes under the provisions of Chapter 40, Section 8C, of the General Laws, including costs incidental and related thereto, and that to raise this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow not exceeding $1,000,000 under and pursuant to Chapter 44, Section 7(3), of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes of the Town therefor.

VOTE: YES: 322 NO: 11 A 2/3 vote required

Finance Committee Report: Approval
Selectmen Report: Approval
Planning Board Report: Approval

Upon motion made by Town Counsel Urbelis and duly seconded it was Voted by a MAJORITY vote to DISSOLVE the 1993 Annual Town Meeting at 10:30 P.M.

A T T E S T

Randall L. Hanson

Randall L. Hanson
Town Clerk

pursuant to Chapter 44, Section 7(21) and (22), of the General Laws, or any other authority, and to issue bonds or notes of the Town therefor.

VOTE: YES: 486 NO: 4 A 2/3 vote required

Finance Committee Report: Approval
Board of Selectmen Report: Approval
School Committee Report: Approval
Planning Board Report: Approval

ARTICLE 5. To see if the Town will vote to amend the vote taken on Article 2 of the Special Town Meeting of November 9, 1992 to include, as an allowed expenditure from the appropriated amount, architectural and engineering services and related costs for plans and specifications for the renovation, new construction, and/or additions to the Andover High School physical plant and playing fields or to take any other action related thereto.

Upon motion made and duly seconded it was VOTED that the vote adopted under Article 2 at the Special Town Meeting of November 9, 1992 be hereby amended to include, as an allowed expenditure from the appropriated amount, architectural and engineering services and related costs for plans and specifications for the renovation, new construction, and/or additions to the Andover High School physical plant and playing fields.

VOTE: YES: 488 NO: 2 A 2/3 vote required

Finance Committee Report: Approval
Board of Selectmen Report: Approval
School Committee Report: Approval
Planning Board Report: Approval

ARTICLE 6. To see if the Town will vote to transfer the care, custody, management and control of a drainage easement as shown as an area "Abandon Exist. 7' Wide Easement" on a plan titled "Easement Plan of Land in Andover, Mass. owned by Robin D. and Sheila C. Lowe" dated October 12, 1993 prepared by Scott Giles of North Andover, Mass. being the same easement granted to the Town by Ruth T. Stevens as recorded October 8, 1942, and held by the Board of Selectmen and/or the Department of Public Works, to the Board of Selectmen for purposes of discontinuance as a drainage easement and to authorize the Board of Selectmen to convey said easement in consideration of the acquisition of an easement for drainage and preservation of slopes, said easement being shown as "Proposed Drain Easement" on the referenced plan dated October 12, 1993 and to authorize the Board of Selectmen and Town Manager to petition the legislature for special legislation if necessary to accomplish all of the foregoing or take any other action related thereto.

Upon motion made and duly seconded it was VOTED that the Town vote to transfer the care, custody, management and control of a drainage easement as shown as an area "Abandon Exist. 7' Wide Easement" on a plan titled "Easement Plan of Land in Andover, Mass. owned by Robin D. and Sheila C. Lowe" dated October 12, 1993 prepared by Scott Giles of North Andover, Mass. being the same easement granted to the Town by Ruth T. Stevens as recorded October 8, 1942, and held by the Board of Selectmen and/or the Department of Public Works, to the Board of Selectmen for purposes of discontinuance as a drainage easement and to authorize the Board of Selectmen to convey said easement in consideration of the acquisition of an easement for drainage and preservation of slopes, said easement being shown as "Proposed Drain Easement" on the referenced plan dated October 12, 1993 and to authorize the Board of Selectmen and Town Manager to petition the legislature for special legislation if necessary to accomplish all of the foregoing.

VOTE: UNANIMOUS A 2/3 vote required

Board of Selectmen Report: Approval
Planning Board Report: Approval

ARTICLE 7. To see if the Town will vote to require that bus fees be abolished.

Upon motion made and duly seconded it was VOTED by a Majority vote that the Town require that bus fees be abolished beginning in fiscal year 1995.

Finance Committee Report:	Approval
School Committee Report:	Generally opposed to bus fees and will take matter under advisement if passed.

On petition of Dennis Teves and others.

Upon motion made by Town Counsel Urbelis and duly seconded it was voted by a Majority vote to dissolve the Special Town Meeting at 8:35.

A T T E S T

Randall L. Hanson

Randall L. Hanson
Town Clerk

SPECIAL TOWN MEETING NOVEMBER 8, 1993

WARRANT ART.NO.	DESCRIPTION	ACTION TAKEN
1	Budget Appropriation $819,559	Approved
2	Library Appropriation $42,441	Approved
3	Library Appropriation $115,000	Approved
4	School Building Appropriation $500,000	Approved
5	Amendment of Article 2 of November 9, 1992 Special Town Meeting	Approved
6	Transfer of Easement	Approved
7	Elimination of School Bus Fees	Approved

SPECIAL TOWN MEETING - NOVEMBER 8, 1993

Agreeably to a warrant signed by the Selectmen, October 18, 1993, The Inhabitants of said Town who are qualified to vote in the Town Affairs to meet and assemble at the J. Everett Collins Center for the Performing Arts on Shawsheen Road, in said Andover,

MONDAY, THE EIGHTH DAY OF NOVEMBER, 1993,

at seven o'clock P.M. to act upon the following articles:

Pursuant to the foregoing Warrant, I, the subscriber, one of the Constables of the Town of Andover, have notified the Inhabitants of said Town to meet at the time and place and for the purposes stated in said Warrant, by posting a true and attested copy of the same on the Town Hall, on each schoolhouse, and in no less than five other public places where bills and notices are usually posted and by publication in the Andover TOWNSMAN. Said Warrants have been posted and published fourteen days.

John F. Manning
Constable

The check lists were used at the entrance and showed 603 voters admitted to the meeting.

The meeting was called to order by James D. Doherty, Moderator at 7:05 P.M.

The opening prayer was offered by Rev. Joseph W. LaDu, Pastor - West Parish Church, Andover.

Salute to the flag was led by Chairman William Downs, Chairman, Board of Selectman.

Unanimous consent was voted to admit 62 non-voters including 52 school children to the meeting and allow non-voters to be escorted to the non voting section thereafter.

The Moderator announced there would be no smoking or food in the Collins Center.

The Moderator announced the voting sections of the Hall.

The Finance Committee Chairman, Donald W. Robb, presented awards of appreciation to outgoing committee members Peter J. Volpe, Frederick P. Fitzgerald, Frederic A. Stott, John Dwyer and Edward A. Weil.

Upon motion made and duly seconded, it was VOTED by unanimous consent to dispense with the reading of the Warrant and return of service of the Constable.

Upon motion made and duly seconded, it was VOTED by unanimous consent that the Moderator refer to the articles by number and subject matter.

ARTICLE 1. To see if the Town will vote to amend Article 3 of the 1993 Annual Town Meeting (The Budget) and appropriate a sum not to exceed $819,559 as follows:

Town Departments	$129,430
School Department	$690,129

or take any other action related thereto.

Upon motion made and duly seconded it was VOTED by a Majority vote that the Town amend Article 3 of the 1993 Annual Town Meeting (The Budget) and appropriate a sum of $819,559 as follows:

Town Departments Compensation Fund	$129,430
School Department Personal Services	635,900
School Department Other Expenses	54,229

Finance Committee Report: Approval
Board of Selectmen Report: Approval
School Board Report: Approval

ARTICLE 2. To see if the Town will vote to appropriate from available funds the sum of $42,441 to the Memorial Hall Library for the purpose of acquiring library books and for construction work in front of the Library, said funds received by the Town as reimbursement for the Public Library Construction Program, Chapter 478 of the Acts of 1987, or take any other action related thereto.

A motion was made and seconded to approve Article 2 as printed in the warrant.

Finance Committee Report: Approval
Board of Selectmen Report: Approval

A motion was made and duly seconded to amend Article 2 to see if the Town will vote to appropriate from available funds the sum of $42,441 to the Memorial Hall Library to be used only for the purpose of acquiring library books, said funds received by the Town a reimbursement for the Public Library Construction Program, Chapter 478 of the Acts of 1987.

The motion to amend Article 2 was APPROVED by a Majority vote

VOTE: YES: 262 NO: 204

The amended motion was APPROVED by a Majority vote

ARTICLE 3. To see if the Town will vote to appropriate from available funds a sum not to exceed $150,000 as included in the Commonwealth of Massachusetts' FY-93 Supplemental Budget - State Aid to Regional Public Libraries for the operation of the Andover Memorial Hall Library as the Sub-Regional Headquarters for the Eastern Massachusetts Regional Library System or take any other action related thereto.

Upon motion made and duly seconded it was VOTED by a Majority vote that Article 3 be approved as printed in the Warrant in the Amount of $115,000.

Finance Committee Report: Approval
Board of Selectmen Report: Approval

ARTICLE 4. To see if the Town will vote to raise by taxation, by transfer from available funds, by borrowing, or by any combination of the foregoing, and appropriate the sum of $500,000 for architectural and engineering services and related costs for the renovation, new construction, and/or additions to the Andover High School physical plant and playing fields or take any other action related thereto.

Upon motion made and duly seconded it was VOTED that the sum of $500,000 be hereby appropriated for architectural and engineering services and related costs for plans and specifications for the renovation, new construction, and/or additions to the Andover High School physical plant and playing fields and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow not exceeding $500,000 under and

TOWN OF ANDOVER, MASSACHUSETTS
REVENUE
FOR THE FISCAL YEAR ENDING JUNE 30, 1993
GROUP I
INCLUDED IN ASSESSOR'S ESTIMATES

	1993 ACTUAL REVENUE
DISTRIBUTIONS AND REIMBURSEMENTS FROM STATE	2,914,121.29
MOTOR VEHICLE & TRAILER EXCISE TAXES	2,143,372.63
HOTEL/MOTEL TAX	408,437.00
NON RENEWAL PROGRAM	80,095.00
LICENSES	157,228.91
FINES	191,696.00
SPECIAL ASSESSMENTS	153,800.24
GENERAL GOVERNMENT	163,174.37
PROTECTION OF PERSONS & PROPERTY	838,311.05
HEALTH AND SANITATION	103,323.50
SCHOOL	17,989.70
RECREATION	364,309.06
PUBLIC SERVICE ENTERPRISE	4,401,856.00
CEMETERIES	27,810.00
LIBRARIES	125,997.41
INTEREST	427,545.31
	12,519,067.47

GROUP II
OTHER ESTIMATED RECEIPTS

TAX TITLE REDEMPTIONS	196,660.77
TAX TITLE COSTS	294.33
RESTITUTION OF DAMAGES	3,430.23
BID DEPOSITS	0.00
RENTAL OF TOWN PROPERTY	19,404.25
DEPARTMENTAL REIMBURSEMENTS	68,531.66
IN LIEU OF TAXES	2,016.00
SALE OF SURPLUS EQUIPMENT	0.00
MISCELLANEOUS ESTIMATED RECEIPTS	36,020.33
PETTY CASH	1,572.32
STATE REIMBURSEMENT	42,441.00
FEDERAL REIMBURSEMENT	904.94
CHAPTER 90	0.00
	371,275.83

TOWN OF ANDOVER, MASSACHUSETTS
REVENUE
FOR THE FISCAL YEAR ENDING JUNE 30, 1993

GROUP III
AGENCY AND REVENUE ACCOUNTS

		1993 ACTUAL REVENUE
PERSONAL PROPERTY TAXES		884,222.73
REAL ESTATE TAXES		41,260,548.73
DEFERRED TAXES		34,748.50
TRUST FUND		442,578.43
MATURITIES OF INVESTMENTS		20,091,785.36
PAYROLL DEDUCTIONS		7,508,624.80
TAILINGS		3,762.78
FEDERAL REVENUE SHARING		
ENTITLEMENTS		
INVESTMENT INCOME	0.00	0.00
SEWER RATES		1,993,774.82
SCHOOL LUNCH PROGRAM-ELDERLY	22,896.27	
SCHOOL LUNCH PROGRAM-STATE	113,797.29	136,693.56
SCHOOL AID		916,214.54
TOWN GRANTS		659,342.86
DOG LICENSES TO COUNTY	0.00	
SALE OF DOGS	30.00	
FISHING LICENSES TO STATE	11,672.50	
WETLAND FEES	9,537.50	
OFF STREET PARKING METERS	63,383.43	
SCHOOL LUNCH PROGRAM	490,998.33	
ATHLETIC PROGRAM	43,574.10	
MUSIC DEPARTMENT USER FEES	2,993.00	
LOCKER RENTALS	780.00	
LOST TEXT BOOKS	16,698.97	
CEMETERY PERPETUAL CARES	17,570.00	
CEMETERY SALE OF LOTS	8,810.00	
CEMETERY FLOWER FUNDS	0.00	
DCS REVOLVING	29,385.80	
COUNCIL ON AGING REVOLVING	135,609.10	831,042.73
POLICE OFF DUTY DETAILS	598,022.10	
FIRE OFF DUTY DETAILS	13,127.32	
SALE OF TRASH BAGS	0.00	
GUARENTEE DEPOSITS	25,150.00	
MEALS TAXES	1,553.81	637,853.23
INSURANCE CLAIM REFUNDS	0.00	
CH 71 SEC 71E CUSTODIAL	108,662.01	
BUS TRANSPORTATION FEES	206,975.50	
BOND ANTICIPATION NOTES	1,922,124.00	
TEMPORARY LOAN-FED AID	1,360,000.00	
BOND ISSUE PRCEEDS	3,990,000.00	
REVENUE ANTICIPATION LOANS	0.00	
ACCRUED INTEREST ON BOND PROCEEDS	3,327.83	
PREMIUM ON BONDING PROCEEDS	422.94	7,591,512.28
		82,992,705.35
GRAND TOTAL		95,883,048.65

TOWN OF ANDOVER, MASSACHUSETTS
RECAP OF GENERAL FUND – BUDGET
FISCAL YEAR ENDED JUNE 30, 1993

	CONTINUED APPROP	APPROP (ORIGINAL)	TOTAL RECEIPTS	RESERVE FUND	COMP FUND	TOTAL OTHER ACCOUNTS	TOTAL AVAILABLE	EXPENDED	TRANS TO UNRE FD BL	RES FOR ENCUM
GENERAL GOVERNMENT										
Personal Services	17,600.00	1,889,777.00	210,432.00	17,000.00	0.00	14,650.00	2,149,459.00	2,149,387.00	72.00	0.00
Other Expenses	104,434.14	771,620.00	147,173.50	0.00	0.00	846.98	1,024,074.62	976,300.47	830.84	46,943.31
	122,034.14	2,661,397.00	357,605.50	17,000.00	0.00	15,496.98	3,173,533.62	3,125,687.47	902.84	46,943.31
MUNICIPAL MAINTENANCE										
Personal Services	0.00	1,505,187.00	63,659.98	25,772.98	0.00	35,220.00	1,627,363.96	1,626,789.76	574.20	0.00
Other Expenses	136,105.65	1,811,122.00	0.00	0.00	0.00	(220.00)	1,984,094.91	1,685,234.74	14,375.48	284,484.69
	136,105.65	3,316,309.00	63,659.98	25,772.98	0.00	35,000.00	3,611,458.87	3,312,024.50	14,949.68	284,484.69
PUBLIC SAFETY										
Personal Services	423,901.13	5,880,546.00	92,394.97	110,200.00	0.00	0.00	6,507,042.10	6,499,951.50	90.60	7,000.00
Other Expenses	17,605.33	415,434.00	82,878.00	0.00	0.00	0.00	515,917.33	452,251.67	21,420.75	42,244.91
	441,506.46	6,295,980.00	175,272.97	110,200.00	0.00	0.00	7,022,959.43	6,952,203.17	21,511.35	49,244.91
DEPARTMENT OF PUBLIC WORKS										
Personal Services	31,248.16	1,795,968.00	0.00	16,700.00	0.00	0.00	1,843,916.16	1,964,771.24	(120,855.08)	0.00
Other Expenses	727,618.10	4,914,169.00	0.00	0.00	0.00	658,019.81	6,303,701.65	5,336,291.08	(142,129.28)	109,539.85
	758,866.26	6,710,137.00	0.00	16,700.00	0.00	658,019.81	8,147,617.81	7,301,062.32	(262,984.36)	109,539.85
LIBRARY										
Personal Services	0.00	922,264.00	0.00	14,600.00	0.00	59,514.00	996,378.00	995,320.63	1,057.37	0.00
Other Expenses	5,143.66	326,744.00	881.51	0.00	0.00	52,939.00	385,708.17	373,840.85	20.41	11,846.91
	5,143.66	1,249,008.00	881.51	14,600.00	0.00	112,453.00	1,382,086.17	1,369,161.48	1,077.78	11,846.91
SCHOOL										
Personal Services	10,841.26	22,000,242.00	534.61	0.00	0.00	0.00	22,011,617.87	18,026,411.13	3,985,206.74	0.00
Other Expenses	141,486.48	0.00	23,530.41	0.00	0.00	0.00	165,016.89	4,106,638.93	(3,985,103.84)	43,481.80
GLRVTHS	0.00	89,911.00	0.00	0.00	0.00	0.00	89,911.00	88,168.00	1,743.00	0.00
	152,327.74	22,090,153.00	24,065.02	0.00	0.00	0.00	22,266,545.76	22,221,218.06	1,845.90	43,481.80
UNCLASSIFIED										
Other Expenses	0.00	230,000.00	0.00	(200,000.00)	0.00	0.00	30,000.00	0.00	0.00	30,000.00
	0.00	230,000.00	0.00	(200,000.00)	0.00	0.00	30,000.00	0.00	0.00	30,000.00

TOWN OF ANDOVER, MASSACHUSETTS
RECAP OF GENERAL FUND – BUDGET
FISCAL YEAR ENDED JUNE 30, 1993

	CONTINUED APPROP	APPROP (ORIGINAL)	TOTAL RECEIPTS	RESERVE FUND	COMP FUND	TOTAL OTHER ACCOUNTS	TOTAL AVAILABLE	EXPENDED	TRANS TO UNRE FD BL	RES FOR ENCUM
FIXED EXPENSES										
Debt Service										
Interest	0.00	2,098,280.00	0.00	17,000.00	0.00	(100,000.00)	2,015,280.00	2,015,089.01	190.99	0.00
Principal	0.00	2,742,700.00	0.00	0.00	0.00	50,000.00	2,792,700.00	2,792,700.00	0.00	0.00
Stabilization	0.00	60,000.00	0.00	0.00	0.00	0.00	60,000.00	60,000.00	0.00	0.00
Insurance	308.00	899,500.00	1,000.00	0.00	0.00	(60,000.00)	840,808.00	829,744.71	2,563.29	8,500.00
Health Insurance Fund	0.00	3,278,000.00	0.00	0.00	0.00	0.00	3,278,000.00	3,278,000.00	0.00	0.00
Unemployment Comp	0.00	175,000.00	0.00	0.00	0.00	0.00	175,000.00	175,000.00	0.00	0.00
Retirement			0.00			0.00				
Personal Services	0.00	32,600.00	0.00	0.00	0.00	0.00	32,600.00	32,600.00	0.00	0.00
Other Expenses	0.00	28,385.00	0.00	0.00	0.00	0.00	28,385.00	28,385.00	0.00	0.00
Contributory	0.00	1,435,147.00	0.00	0.00	0.00	0.00	1,435,147.00	1,435,147.00	0.00	0.00
Non-Contributory	0.00	78,000.00	15,974.60	0.00	0.00	0.00	93,974.60	84,412.26	9,562.34	0.00
Retirement Fund	0.00	437,116.00	0.00	0.00	0.00	0.00	437,116.00	437,116.00	0.00	0.00
	308.00	11,264,728.00	16,974.60	17,000.00	0.00	(110,000.00)	11,189,010.60	11,168,193.98	12,316.62	8,500.00
	1,616,291.91	53,817,712.00	638,459.58	1,272.98	0.00	710,969.79	56,823,212.26	55,449,550.98	(210,380.19)	584,041.47

TOWN OF ANDOVER, MASSACHUSETTS
DETAIL OF SPECIAL ARTICLES
PERIOD ENDED JUNE 30, 1993

ARTICLE NUMBER	ARTICLE TITLE	CONTINUED APPROPRIATION	APPROP	TRANSFERS WITHIN GENERAL CASH RECEIPTS	BONDING	TRANS FROM OTHER	TOTAL AVAILABLE	EXPENDED	TRANSFER TO UNRESERVE	CONTINUED APPROPRIATION
	PUBLIC SAFETY									
ART 26, 1984	POLICE COMMUNICATIONS	5,608.82			0.00		5,608.82			5,608.82
ART 21, 1989	PUBLIC SAFETY STUDY	20,000.00			0.00		20,000.00			20,000.00
ART 5, 1992 STM	ASSESSORS FIELD STUDY		125,000.00		0.00		125,000.00	21,347.25		103,652.75
ART 11, 1992	UNPAID BILLS	0.00	2,541.52		0.00		2,541.52	2,541.52		0.00
	TOTAL PUBLIC SAFETY	25,608.82	127,541.52	0.00	0.00	0.00	153,150.34	23,888.77	0.00	129,261.57
	PUBLIC WORKS									
ART 47, 1979	STORM DRAINS	111.67			0.00		111.67	13.29		98.38
ART 44, 1987	ELM SQUARE TRAFFIC SIGNAL	7,633.08			0.00		7,633.08			7,633.08
ART 21, 1989	HAGGERTS TRAFFIC LIGHTS	17,542.76			0.00	(17,542.76)	(0.00)			(0.00)
ART 23, 1988	WOBURN STREET	4,274.03			0.00	(4,274.03)	(0.00)			(0.00)
ART 30, 1989	SIDEWALK CLARK ROAD	4,805.63			0.00	(4,805.63)	(0.00)			(0.00)
ART 44, 1990	CLARK ROAD SIDEWALK	11,625.51			0.00	(11,625.51)	0.00			0.00
ART 75, 1990	HIGH/HAVERHILL TRAFFIC	27,000.00			0.00	(27,000.00)	0.00			0.00
ART 45, 1992	WAR MEMORIAL	2,700.00			0.00		2,700.00			2,700.00
	TOTAL PUBLIC WORKS	75,692.68	0.00	0.00	0.00	(65,247.93)	10,444.75	13.29	0.00	10,431.46
	SCHOOL									
ART 24, 1988	SCHOOL MASTER PLAN	0.01			0.00		0.01	0.01		0.00
		0.01	0.00	0.00	0.00	0.00	0.01	0.01	0.00	0.00
	PUBLIC SERVICES									
ART 17, 1978	FISH BROOK IMPROVE	2,648.13			0.00		2,648.13			2,648.13
ART 52, 1983	WATER MAIN INT	26,671.86			0.00		26,671.86	24,187.27		2,484.59
ART 22, 1984	WATER TREAT PLANT PLANS	19.62			0.00		19.62			19.62
ART 17, 1983	WEST ANDOVER SEWER	26,165.33			0.00		26,165.33	2,496.00		23,669.33
ART 29, 1989	WATERMAINS	15,647.88			0.00	(15,647.88)	0.00			0.00
ART 47, 1991	WATER CONSERVATION	1,000.00			0.00		1,000.00			1,000.00
	TOTAL PUBLIC SERVICE	72,152.82	0.00	0.00	0.00	(15,647.88)	56,504.94	26,683.27	0.00	29,821.67
	TOTAL GENERAL FUND	173,454.33	127,541.52	0.00	0.00	(80,895.81)	220,100.04	50,585.34	0.00	169,514.70

TOWN OF ANDOVER, MASSACHUSETTS
DETAIL OF SPECIAL ARTICLES
PERIOD ENDED JUNE 30, 1993

ARTICLE NUMBER	ARTICLE TITLE	CONTINUED APPROPRIATION	APPROP	TRANSFERS WITHIN GENERAL CASH RECEIPTS	BONDING	TRANS FROM OTHER	TOTAL AVAILABLE	EXPENDED	TRANSFER TO UNRESERVE	CONTINUED APPROPRIATION
	CAPITAL PROJECTS									
ART 37, 1987	WATER MAIN	75,531.64			0.00		75,531.64	75,531.64		0.00
ART 38, 1987	DRAINAGE PROJECT	669.56			0.00		669.56			669.56
ART 21, 1987	CONSERVATION	0.00			0.00		0.00			0.00
ART 17, 1986	RIVER ROAD	1,006.28			0.00		1,006.28			1,006.28
ART 21, 1984	RIVERINA ROAD	1,297,223.00			0.00		1,297,223.00			1,297,223.00
ART 21, 1984	RIVERINA ROAD	(1,178,233.84)			0.00		(1,178,233.84)			(1,178,233.84)
ART 18, 1985	SANITARY SEWER SYSTEM	280,231.26			0.00		280,231.26			280,231.26
ART 16, 1985	WOOD HILL STANDPIPE	12,121.33			0.00		12,121.33			12,121.33
ART 1A, 1987	TREATMENT PLANT EXP	50,669.14			0.00		50,669.14	5,375.00		45,294.14
ART 15, 1985	WATER MAIN CONSTRUCTION	3,897.26			0.00		3,897.26			3,897.26
ART 26, 1985	SEWER–LOWELL STREET	72,594.71			0.00		72,594.71			72,594.71
ART 28, 1989	SEWER–WEST PARISH	45,155.11			0.00		45,155.11			45,155.11
ART 33, 1989	SEWER – NORTH	62.86			0.00		62.86			62.86
ART 32, 1989	STORM DRAINS	49,893.69			(1,000.00)		48,893.69	48,893.69		0.00
ART 46, 1990	SIGNAL DASCOMB RD	29,435.40			0.00		29,435.40			29,435.40
ART 41, 1991	NORTH STREET SEWER	33,317.95			100,000.00		133,317.95	46,825.64		86,492.31
ART 43, 1991	STORM DRAINS	21,612.21			175,000.00		196,612.21	182,041.46		14,570.75
ART 31, 1989	ENGINEERING SPECS	0.00			13,500.00		13,500.00			13,500.00
ART 52, 1992	SIDEWALK IMPROVEMENTS	(45.73)			400,000.00		399,954.27	230,936.28		169,017.99
ART 46. 1992	WATER BETTERMENTS				1,900,000.00		1,900,000.00	1,458,191.64		441,808.36
ART 53, 1992	PUMPING STATION				900,000.00		900,000.00	718,053.16		181,946.84
		795,141.83	0.00	0.00	3,487,500.00	0.00	4,282,641.83	2,765,848.51	0.00	1,516,793.32
	CAPITAL PROJECTS–SCHOOL									
ART 25, 1989	AHS ROOF	122,543.28			(120,000.00)		2,543.28	2,543.28		(0.00)
ART 55, 1992	SCHOOL PLANS				220,000.00		220,000.00	174,089.29		45,910.71
ART 2, 1992STM	SCHOOL ARCH				35,000.00		35,000.00	28,540.47		6,459.53
ART 1, 1992STM	SCHOOL REMODEL				225,000.00		225,000.00	91,738.99		133,261.01
		122,543.28	0.00	0.00	360,000.00	0.00	482,543.28	296,912.03	0.00	185,631.25
	TOTAL CAPITAL PROJ.	917,685.11	0.00	0.00	3,847,500.00	0.00	4,765,185.11	3,062,760.54	0.00	1,702,424.57
		1,091,139.44	127,541.52	0.00	3,847,500.00	(80,895.81)	4,985,285.15	3,113,345.88	0.00	1,871,939.27

TOWN OF ANDOVER, MASSACHUSETTS
BALANCE SHEET
JUNE 30, 1993

	GENERAL FUND	CAPITAL PROJECT	SPECIAL REVENUE	LT DEBT	GRAND TOTAL
ASSETS					
Cash and Equivelants	3,157,307.71	1,702,424.57	1,492,108.59		6,351,840.87
Other Investments					
Accounts Recievables:					
Property Taxes	1,548,570.85				1,548,570.85
Excise Taxes	363,694.98				363,694.98
Water & Sewer Charges	756,801.29				756,801.29
Tax Liens	1,886,753.65				1,886,753.65
Deferred Tax	43,948.14				43,948.14
Departmental Revenue	70,067.00				70,067.00
Special Assessments	693,728.47				693,728.47
Due from other Governments	3,641.24	0.00	814,496.00		818,137.24
Total Cash & Recievables	8,524,513.33	1,702,424.57	2,306,604.59	0.00	12,533,542.49
Other Assets					
Tax Possessions	77,714.23				77,714.23
Bond Anticipation Notes Payable	417,124.00		1,200,000.00		1,617,124.00
Long Term Obligations	0.00	1,505,000.00		28,685,050.00	30,190,050.00
Total Assets	9,019,351.56	3,207,424.57	3,506,604.59	28,685,050.00	44,418,430.72
LIABILITIES AND RESERVES					
Trust Funds	(69,602.05)				(69,602.05)
Accrued Payroll Withholdings	(118,413.58)				(118,413.58)
Reserve for Abatements	(336,781.69)				(336,781.69)
Deferred Revenue	(4,786,843.41)	0.00	(814,496.00)		(5,601,339.41)
Due to Other Governments	0.00	0.00	(614.25)		(614.25)
Unclaimed Items	(65,942.82)				(65,942.82)
Excess on Sales of Low Value Land	(4,305.74)				(4,305.74)
Guarentee Deposits	(40,879.74)				(40,879.74)
Bond Anticipation Notes	(417,124.00)	(1,505,000.00)	(1,200,000.00)		(3,122,124.00)
Bonds Payable–Inside Debt Limit	0.00			(9,281,250.00)	(9,281,250.00)
Bonds Payable–Outside Debt Limit	0.00			(11,323,750.00)	(11,323,750.00)
Lease Obligations	0.00			(8,080,050.00)	(8,080,050.00)
Total Liabilities	(5,839,893.03)	(1,505,000.00)	(2,015,110.25)	(28,685,050.00)	(38,045,053.28)
Fund Balances					
Unreserved	(2,836,979.32)	0.00	(969,393.47)		(3,806,372.79)
Reserved for:					
Continued Appropriations	(175,825.57)	(1,575,034.58)	0.00		(1,750,860.15)
Encumbrances	(687,714.22)	(127,389.99)	(522,100.87)		(1,337,205.08)
Designated for:					
Over/Under Assessments	23,216.00				23,216.00
Appropriation Deficits	536,467.34	0.00	0.00		536,467.34
Unprovided for Abates & Exempts	1,377.24				1,377.24
Workers Compensation	(40,000.00)				(40,000.00)
Total Fund Balances	(3,179,458.53)	(1,702,424.57)	(1,491,494.34)	0.00	(6,373,377.44)
Total Liab. & Fund Balance	(9,019,351.56)	(3,207,424.57)	(3,506,604.59)	(28,685,050.00)	(44,418,430.72)

TOWN OF ANDOVER, MASSACHUSETTS

DEBT SCHEDULE–PRINCIPAL

JULY 1, 1994

ISSUE	ARTICLE	LOAN DATE	RATE	1995	1996	1997	1998	1999	2000–2004	2005–2009	2010	06/30/93
SCHOOL DEBT												
HIGH SCHOOL ROOF	ART 25, 1989	08/01/90	6.469%	38,900.00	38,900.00	38,900.00	38,900.00	38,900.00	38,800.00			233,300.00
SCHOOL COMPUTERS	ART 18, 1987	08/01/90	7.010%	50,000.00								50,000.00
ANDOVER HS ROOF	ART 25, 1989	07/01/92	4.788%	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00				25,000.00
SCHOOL COMM/PLAN	ART 55, 1992	07/01/93	3.850%	55,000.00	55,000.00	55,000.00	55,000.00					220,000.00
SCHOOL REMODEL	ART 1A, 1992	07/01/93	4.210%	240,000.00	240,000.00	240,000.00	240,000.00	240,000.00	1,200,000.00			2,400,000.00
				388,900.00	338,900.00	338,900.00	338,900.00	283,900.00	1,238,800.00	0.00	0.00	2,928,300.00
WATER DEBT												
WATER RESERVOIR	ART 08, 1976	12/15/76	4.600%	45,000.00	45,000.00							90,000.00
WATER BONDS	ART 52, 1983	07/15/84	8.000%	100,000.00	100,000.00	100,000.00	100,000.00					400,000.00
WATER MAINS	ART 37, 1987	07/15/88	6.345%	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00				100,000.00
TREATMENT PLANT	ART 1A, 1987	07/15/88	6.343%	160,000.00	155,000.00	155,000.00	155,000.00	155,000.00				800,000.00
ADVANCE REFUNDING	ART 1A, 1987	08/01/89	6.431%	232,500.00	232,500.00	232,500.00	232,500.00	232,500.00	232,500.00			1,395,000.00
ADVANCE REFUNDING	ART 1A, 1987	08/01/90	6.353%	49,250.00	54,250.00	54,250.00	54,250.00	54,250.00	101,000.00			367,250.00
WATER MAIN CONS	ART 37, 1987	07/01/92	5.061%	10,000.00	10,000.00	35,000.00	35,000.00	35,000.00	185,000.00			310,000.00
WATER MAIN CONS	ART 46, 1992	07/01/92	5.038%	55,000.00	55,000.00	180,000.00	180,000.00	180,000.00	800,000.00			1,450,000.00
BANCROFT PUMPING ST	ART 53, 1992	07/01/92	5.025%	40,000.00	40,000.00	50,000.00	55,000.00	55,000.00	220,000.00			460,000.00
ENGINEER SPECS	ART 31, 1989	07/01/92	4.959%	165,000.00	165,000.00							330,000.00
TREATMENT PLANT	ART 1A, 1987	07/01/93	3.926%	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	15,000.00			65,000.00
WATER MAIN	ART 46, 1992	07/01/93	4.136%	40,000.00	40,000.00	40,000.00	40,000.00	45,000.00	195,000.00			400,000.00
BANCROFT PUMPING ST	ART 53, 1992	07/01/93	4.065%	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	175,000.00			500,000.00
ADVANCE REFUNDING	ART 1A, 1987	11/15/93	4.686%				36,000.00	72,000.00	1,065,000.00	1,088,000.00	200,000.00	2,461,000.00
ADVANCE REFUNDING	A 15,85/16,85/1A,87	11/15/93	6.700%	285,000.00	285,000.00	285,000.00						855,000.00
ADVANCE REFUNDING	A 15,86/16,85/1A,87	11/15/93	4.358%				326,000.00	313,000.00	1,161,000.00	330,000.00		2,130,000.00
ADVANCE REFUNDING	ART 1A, 1987	11/15/93	4.708%						193,000.00	316,000.00		509,000.00
				1,296,750.00	1,276,750.00	1,226,750.00	1,308,750.00	1,236,750.00	4,342,500.00	1,734,000.00	200,000.00	12,622,250.00

TOWN OF ANDOVER, MASSACHUSETTS
DEBT SCHEDULE–PRINCIPAL
JULY 1, 1994

ISSUE	ARTICLE	LOAN DATE	RATE	1995	1996	1997	1998	1999	2000–2004	2005–2009	2010	06/30/93
SEWER DEBT												
WEST ANDOVER	ART 19, 1973	12/15/75	6.100%	115,000.00	115,000.00							230,000.00
DRAINAGE PROJECT	ART 38, 1987	07/15/88	6.345%	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00				125,000.00
SANITARY SEWER	ART 18, 1985	08/09/89	6.416%	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00			204,000.00
STORM DRAINS	ART 32, 1989	07/01/92	5.031%	5,000.00	5,000.00	5,000.00	5,000.00	20,000.00	55,000.00			95,000.00
SEWER–NORTH STREET	ART 33, 1989	07/01/92	4.785%	5,000.00	5,000.00	5,000.00	5,000.00					20,000.00
SEWER–NORTH STREET	ART 41, 1991	07/01/92	5.026%	25,000.00	25,000.00	30,000.00	25,000.00	30,000.00	120,000.00			255,000.00
STORM DRAINS	ART 43, 1991	07/01/92	5.059%	15,000.00	15,000.00	15,000.00	15,000.00	60,000.00	195,000.00			315,000.00
ADVANCE REFUNDING	A21,84/26,85	11/15/93	6.700%	210,000.00	210,000.00	210,000.00						630,000.00
ADVANCE REFUNDING	A21,84/26,85	11/15/93	4.468%				253,000.00	230,000.00	1,150,000.00	690,000.00		2,323,000.00
ADVANCE REFUNDING	ART 28, 1989	11/15/93	6.353%	55,350.00	60,350.00	60,350.00	60,350.00	60,350.00	112,200.00			408,950.00
ADVANCE REFUNDING	ART 28, 1989	11/15/93	4.701%						146,000.00	224,000.00		370,000.00
				489,350.00	494,350.00	384,350.00	422,350.00	459,350.00	1,812,200.00	914,000.00	0.00	4,975,950.00
STREET												
RIVER RD IMPROV	ART 17, 1985	07/15/86	6.600%	111,183.00	110,536.00							221,719.00
RIVER ROAD	ART 17, 1986	07/15/86	6.599%	33,817.00	29,464.00							63,281.00
TRAF SIG/FRONT&DASC	ART 46, 1990	07/01/92	4.849%	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00			90,000.00
SIDEWALK IMPROVE	ART 52, 1992	07/01/92	4.785%	60,000.00	60,000.00	60,000.00	60,000.00					240,000.00
SIDEWALK IMPROVE	ART 52, 1992	07/01/93	3.851%	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00				100,000.00
				240,000.00	235,000.00	95,000.00	95,000.00	35,000.00	15,000.00	0.00	0.00	715,000.00
LAND ACQUISITION												
LAND ACQUISITION	ART 47, 1976	12/15/76	4.600%	40,000.00	40,000.00							80,000.00
LAND ACQUISITION	ART 20, 1986	07/15/88	6.345%	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00				250,000.00
LAND ACQUISITION	A26,88;A21,87	08/09/89	6.416%	33,500.00	33,500.00	33,500.00	33,500.00	33,500.00	33,500.00			201,000.00
ADVANCE REFUNDING	A 21,87/26,88	11/15/93	6.356%	56,500.00	56,500.00	56,500.00	56,500.00	56,500.00	113,000.00			395,500.00
ADVANCE REFUNDING	A21/87;26/88	11/15/93	4.507%						170,000.00	112,000.00		282,000.00
				180,000.00	180,000.00	140,000.00	140,000.00	140,000.00	316,500.00	112,000.00	0.00	1,208,500.00

TOWN OF ANDOVER, MASSACHUSETTS
DEBT SCHEDULE–PRINCIPAL
JULY 1, 1994

ISSUE	ARTICLE	LOAN DATE	RATE	1995	1996	1997	1998	1999	2000–2004	2005–2009	2010	06/30/93
PUBLIC FACILITIES												
PARKING FACILITY	ART 55, 1983	07/15/84	8.000%	50,000.00	50,000.00	50,000.00						150,000.00
EJH REUSE	ART 11, 1982	07/15/84	8.000%	75,000.00								75,000.00
				125,000.00	50,000.00	50,000.00	0.00	0.00	0.00	0.00	0.00	225,000.00
TOTAL BONDED DEBT				2,720,000.00	2,575,000.00	2,235,000.00	2,305,000.00	2,155,000.00	7,725,000.00	2,760,000.00	200,000.00	22,675,000.00
LIBRARY LEASE		05/01/90	6.541%	435,000.00	460,000.00	490,000.00	520,000.00	555,000.00				3,050,000.00
LIBRARY LEASE		07/15/87	5.916%	100,000.00	100,000.00	100,000.00	100,000.00					400,000.00
TOWN HALL LEASE		07/15/85		220,000.00	235,000.00	250,000.00	275,000.00	295,000.00	155,000.00			1,430,000.00
SEMI–ANNUAL				17,700.00	17,700.00	17,700.00	17,700.00	17,700.00	8,850.00			97,350.00
OLD TOWN HALL LEASE		12/15/89	7.363%	135,000.00	145,000.00	160,000.00	170,000.00	185,000.00	1,160,000.00	290,000.00		2,245,000.00
TOTAL LEASE LIABILITY				907,700.00	957,700.00	1,017,700.00	1,082,700.00	1,052,700.00	1,323,850.00	290,000.00	0.00	7,222,350.00
SPECIAL LEGISLATION												
MRI CH 14, ACTS OF 1993				70,000.00	70,000.00	70,000.00	70,000.00	70,000.00				415,000.00
				70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	0.00	0.00	0.00	415,000.00
GRAND TOTAL BY YEAR				3,697,700.00	3,602,700.00	3,322,700.00	3,457,700.00	3,277,700.00	9,048,850.00	3,050,000.00	200,000.00	30,312,350.00

TOWN OF ANDOVER, MASSACHUSETTS
DEBT SCHEDULE–INTEREST
JULY 01, 1994

ISSUE	ARTICLE	LOAN DATE	RATE	1995	1996	1997	1998	1999	2000–2004	2005–2009	2010	JUNE 30, 1993
ANDOVER HS ROOF	ART 25, 1989	08/01/90	6.469%	13,433.55	11,041.20	8,619.68	6,178.71	3,718.28	1,241.60	0.00		45,474.62
SCHOOL COMPUTERS	ART 18, 1987	08/01/90	7.010%	1,525.00					0.00	0.00		1,525.00
ANDOVER HS ROOF	ART 25, 1989	07/01/92	4.788%	1,195.00	925.00	705.00	475.00	240.00	0.00	0.00		3,540.00
SCHOOL COMM/PLAN	ART 55, 1992	07/01/93	3.850%	9,295.00	5,885.00	3,960.00	2,035.00		0.00	0.00		21,175.00
SCHOOL PLANNING	ART 1A, 1992	07/01/93	4.210%	102,240.00	87,360.00	78,960.00	70,560.00	61,680.00	160,080.00	0.00		720,960.00
				127,688.55	105,211.20	92,244.68	79,248.71	65,638.28	161,321.60	0.00	0.00	792,674.62
WATER DEBT												
WATER RESERVOIR	ART 08, 1976	12/15/76	4.600%	3,105.00	1,035.00				0.00	0.00		4,140.00
WATER BONDS	ART 52, 1983	07/15/84	8.000%	28,875.00	20,625.00	12,375.00	4,125.00		0.00	0.00		66,000.00
WATER MAINS	ART 37, 1987	07/15/88	6.345%	5,755.00	4,505.00	3,240.00	1,950.00	650.00	0.00	0.00		16,100.00
TREATMENT PLANT	ART 1A, 1987	07/15/88	6.343%	45,382.50	34,913.75	25,110.00	15,112.50	5,037.50	0.00	0.00		125,556.25
ADVANCE REFUNDING	ART 1A, 1987	08/09/89	6.431%	82,072.50	67,192.50	52,312.50	37,432.50	22,552.50	7,556.25	0.00		276,675.00
ADVANCE REFUNDING	ART 1A, 1987	08/01/90	6.353%	21,606.27	18,422.39	15,045.33	11,641.14	8,209.82	6,259.07	0.00		87,443.09
WATER MAIN CONST	ART 37, 1987	07/01/92	5.061%	15,490.00	14,950.00	14,510.00	12,900.00	11,255.00	25,325.00	0.00		119,755.00
WATER MAIN CONST	ART 46, 1992	07/01/92	5.038%	72,105.00	69,135.00	66,715.00	58,435.00	49,975.00	105,895.00	0.00		528,155.00
BANCROFT PUMPING ST	ART 53, 1992	07/01/92	5.025%	22,802.50	20,642.50	18,882.50	16,582.50	13,997.50	28,682.50	0.00		150,272.50
ENGINEERING SPECS	ART 31, 1989	07/01/92	4.959%	16,170.00	7,260.00				0.00	0.00		23,430.00
TREATMENT PLANT	ART 1A, 1987	07/01/93	3.926%	2,695.00	2,075.00	1,725.00	1,375.00	1,005.00	615.00	0.00		10,105.00
WATER MAIN	ART 46, 1992	07/01/93	4.136%	16,865.00	14,385.00	12,985.00	11,585.00	10,105.00	20,065.00	0.00		106,055.00
BANCROFT PUMPING ST	ART 53, 1992	07/01/93	4.065%	20,970.00	16,940.00	14,665.00	12,390.00	9,985.00	16,725.00	0.00		108,400.00
ADVANCE REFUNDING	ART 1A, 1987	11/15/93	4.686%	139,193.75	111,355.00	111,355.00	110,635.00	108,475.00	437,015.00	182,928.50	5,000.00	1,825,900.75
WATER IMPROVEMENTS	A 15,85/16,85/1A,87	11/15/93	6.700%	47,737.50	28,642.50	9,547.50			0.00	0.00		85,927.50
ADVANCE REFUNDING	ART 1A, 1987	11/15/93	4.358%	111,388.75	89,111.00	89,111.00	82,591.00	69,811.00	173,832.50	23,430.00		636,537.75
ADVANCE REFUNDING	ART 1A, 1987	11/15/93	4.708%	29,251.25	23,401.00	23,401.00	23,401.00	23,401.00	104,601.50	38,465.00		408,988.25
				681,465.02	544,590.64	470,979.83	400,155.64	334,459.32	926,571.82	244,823.50	5,000.00	4,779,441.09

TOWN OF ANDOVER, MASSACHUSETTS
DEBT SCHEDULE–INTEREST
JULY 01, 1994

ISSUE	ARTICLE	LOAN DATE	RATE	1995	1996	1997	1998	1999	2000–2004	2005–2009	2010	JUNE 30, 1993
SEWER DEBT												
SEWER–WEST ANDOVER	ART 19, 1973	12/15/75	6.100%	10,522.50	3,705.00				0.00	0.00		14,227.50
DRAINAGE PROJECT	ART 36, 1987	07/15/88	6.345%	7,193.75	5,631.25	4,050.00	2,437.50	812.50	0.00	0.00		20,125.00
SANITARY SEWER	ART 18, 1985	08/09/89	6.416%	12,002.00	9,826.00	7,650.00	5,474.00	3,298.00	1,105.00	0.00		40,460.00
STORM DRAINS	ART 32, 1989	07/01/92	5.031%	4,735.00	4,465.00	4,245.00	4,015.00	3,780.00	6,225.00	0.00		33,690.00
SEWER–NORTH STREET	ART 33, 1989	07/01/92	4.785%	955.00	685.00	465.00	235.00		0.00	0.00		2,340.00
SEWER– NORTH STREET	ART 41, 1991	07/01/92	5.026%	12,640.00	11,290.00	10,190.00	8,810.00	7,635.00	15,645.00	0.00		81,855.00
STORM DRAINS	ART 43, 1991	07/01/92	5.059%	15,782.50	14,972.50	14,312.50	13,622.50	12,917.50	23,957.50	0.00		119,522.50
ADVANCE REFUNDING	A21,84;26,85	11/15/93	6.700%	35,175.00	21,105.00	7,035.00			0.00	0.00		63,315.00
ADVANCE REFUNDING	A21,84/26,85	11/15/93	4.468%	124,775.00	99,820.00	99,820.00	94,760.00	85,100.00	284,050.00	48,990.00		1,170,355.00
ADVANCE REFUNDING	ART 28, 1989	08/01/90	6.353%	24,042.72	20,483.69	16,726.90	12,939.94	9,122.80	6,941.22	0.00		97,198.49
ADVANCE REFUNDING	ART 28, 1989	11/15/93	4.701%	21,216.25	16,973.00	16,973.00	16,973.00	16,973.00	75,092.50	27,256.00		293,805.25
				269,039.72	208,956.44	181,467.40	159,266.94	139,638.80	413,016.22	76,246.00	0.00	1,936,893.74
STREET												
RIVER RD IMPROV	ART 17, 1985	7/15/86	6.605%	11,130.55	3,702.96				0.00	0.00		14,833.51
RIVER ROAD	ART 17, 1986	7/15/86	6.598%	3,106.95	987.04				0.00	0.00		4,093.99
TRAFFIC SIG/FRONT&DASC	ART 46, 1990	07/01/92	4.849%	4,335.00	3,525.00	2,865.00	2,175.00	1,470.00	750.00	0.00		15,870.00
SIDEWALK IMPROVE	ART 52, 1992	07/01/92	4.785%	11,460.00	8,220.00	5,580.00	2,820.00		0.00	0.00		28,080.00
SIDEWALK IMPROVE	ART 52, 1992	07/01/93	3.851%	4,160.00	2,920.00	2,220.00	1,520.00	780.00	0.00	0.00		11,600.00
				34,192.50	19,355.00	10,665.00	6,515.00	2,250.00	750.00	0.00	0.00	74,477.50
LAND ACQUISITION												
LAND ACQUISITION	ART 47, 1976	12/15/76	4.600%	2,760.00	920.00				0.00	0.00		3,680.00
LAND ACQUISITION	ART 20, 1986	07/15/88	6.345%	14,387.50	11,262.50	8,100.00	4,875.00	1,625.00	0.00	0.00		40,250.00
LAND ACQUISITION	A26,86;21,87	08/09/89	6.416%	11,825.50	9,681.50	7,537.50	5,393.50	3,249.50	1,088.75	0.00		39,865.00
ADVANCE REFUNDING	A21,87/26,88	08/01/90	6.356%	23,165.01	19,690.26	16,173.13	12,627.75	9,054.13	7,274.39	0.00		95,259.06
ADVANCE REFUNDING	A21,87/26,88	11/15/93	4.507%	15,575.00	12,460.00	12,460.00	12,460.00	12,460.00	51,366.00	5,208.00		178,563.00
				67,713.01	54,014.26	44,270.63	35,356.25	26,388.63	59,729.14	5,208.00	0.00	357,617.06

TOWN OF ANDOVER, MASSACHUSETTS
DEBT SCHEDULE–INTEREST
JULY 01, 1994

ISSUE	ARTICLE	LOAN DATE	RATE	1995	1996	1997	1998	1999	2000–2004	2005–2009	2010	JUNE 30, 1993
MUNICIPAL FACILITIES												
PARKING FACILITY	ART 55, 1983	07/15/84	8.000%	10,312.50	6,187.50	2,062.50			0.00	0.00		18,562.50
EJH REUSE	ART 11, 1982	07/15/84	8.000%	3,093.75					0.00	0.00		3,093.75
				13,406.25	6,187.50	2,062.50	0.00	0.00	0.00	0.00	0.00	21,656.25
TOTAL BONDED DEBT INTEREST				1,193,505.05	938,315.04	801,690.04	680,542.54	568,375.03	1,561,388.78	326,277.50	5,000.00	7,962,760.26
LIBRARY LEASE		05/01/90	6.654%	189,450.00	160,580.00	129,460.00	95,870.00	59,580.00				655,295.00
LIBRARY LEASE		07/15/87	5.916%	20,750.00	14,850.00	8,925.00	2,975.00		0.00	0.00		47,500.00
TOWN HALL LEASE INT.				107,525.00	90,947.50	72,775.00	52,651.25	30,352.25	6,238.75	0.00		366,728.50
OLD TOWN HALL LEASE		12/15/89	7.363%	159,092.50	149,920.00	139,775.00	128,635.00	116,472.50	348,415.00	11,165.00		1,413,055.00
				476,817.50	416,297.50	350,935.00	280,131.25	206,404.75	354,653.75	11,165.00	0.00	2,482,578.50
SPECIAL LEGISLATION												
MRI – CH 14, ACTS OF 1993				17,225.00	12,885.00	10,435.00	7,985.00	5,395.00				56,590.00
				17,225.00	12,885.00	10,435.00	7,985.00	5,395.00	0.00	0.00	0.00	56,590.00
GRAND TOTAL BY YEAR				1,687,547.55	1,367,497.54	1,163,060.04	968,658.79	780,174.78	1,916,042.53	337,442.50	5,000.00	10,445,338.76

TOWN OF ANDOVER, MASSACHUSETTS
ANALYSIS OF RESERVE ACCOUNT AND COMPENSATION FUND
YEAR ENDING JUNE 30, 1993

RESERVE FUND

Transfers by Authority of the Finance Committee:			Transfers by Vote of Town Meeting, April , 1992	
General Government	Personal Services	17,000.00	From Taxation	200,000.00
Public Safety	Personal Services	110,200.00		
DMM	Personal Services	24,500.00		
Library	Personal Services	14,600.00		
DPW	Personal Services	16,700.00		
Bond Issue Expense		17,000.00		
Balance to Surplus		0.00		
		200,000.00		200,000.00

COMPENSATION FUND

Transfers by Authority of the Board of Selectmen:		Transfers by Vote of the Town Meeting, April , 1992	
		From Taxation	
		0.00	
Balance to Surplus		0.00	
		0.00	0.00

TOWN OF ANDOVER, MASSACHUSETTS
EXPENDITURES FOR AGENCY AND MISCELLANEOUS ACCOUNTS
YEAR ENDED JUNE 30, 1993

Employees' Payroll Deductions		7,565,740.76
State Grants		1,120,441.77
Refunds:		
Real Estate Taxes	554,907.63	
Personal Property Taxes	19,760.97	
Motor Vehicle Taxes	33,091.63	
Water Rates and Services	8,754.29	
Sewer Charges	4,390.65	
Parking Tickets	33.00	
Miscellaneous	14,040.42	634,978.59
Petty Cash		1,572.32
Off-duty Work Details		605,731.05
Miscellaneous Trust Funds	48,028.69	
Merrimack Valley Library Consortium	340,000.00	
Cemetery Perpetual Care Funds	32,860.00	
Unemployment Compensation	15,720.00	
Insurance Fund	19,680.59	
Fishing Licenses to State	12,712.75	
Walter Raymond Fund	24.43	
Lucy Shaw Fund	369.85	
Police Department Drug Abuse	18,093.58	487,489.89
Investment Funds		22,041,960.33
Temporary Borrowing		2,227,548.00
School Lunch Program:		
Personal Services	371,896.67	
Other Expenses	233,796.16	605,692.83
Andover Athletic Program		52,029.38
Parent to Parent Revolving		74.00
Music Revolving		4,009.16
Bus Transportation Revolving		203,633.50
Community ASK Revolving		1,002.29
DCS Activities Revolving		79,258.21
Lost Textbook Revolving		14,470.52
Metropolitan Life Revolving		128.96
Physical Education Revolving		1,152.00
Council on Aging		35,550.70
Tailings		10.00
Meals Taxes		1,591.63
Tax Title Expenses		21,901.96
Recyclable Battery Program		479.74
Chapter 90 Funds		859,427.98
Community Garden Project		57.74
Conservation Trail Accounts		212.30
Fireworks (Gifts)		10,600.00
SHED Contribution		689.22
A Taste of Andover		368.77
DCS Ticket Sales		21,589.85
DCS Program Fees		6,351.63
DCS – Gifts		12,061.38
Court Judgements		162,482.03
Guarantee Deposits		15,839.27
Miscellaneous		1,021,118.88
		37,817,246.64

TOWN OF ANDOVER, MASSACHUSETTS
ANALYSIS OF LONG TERM DEBT AUTHORIZED
June 30, 1993

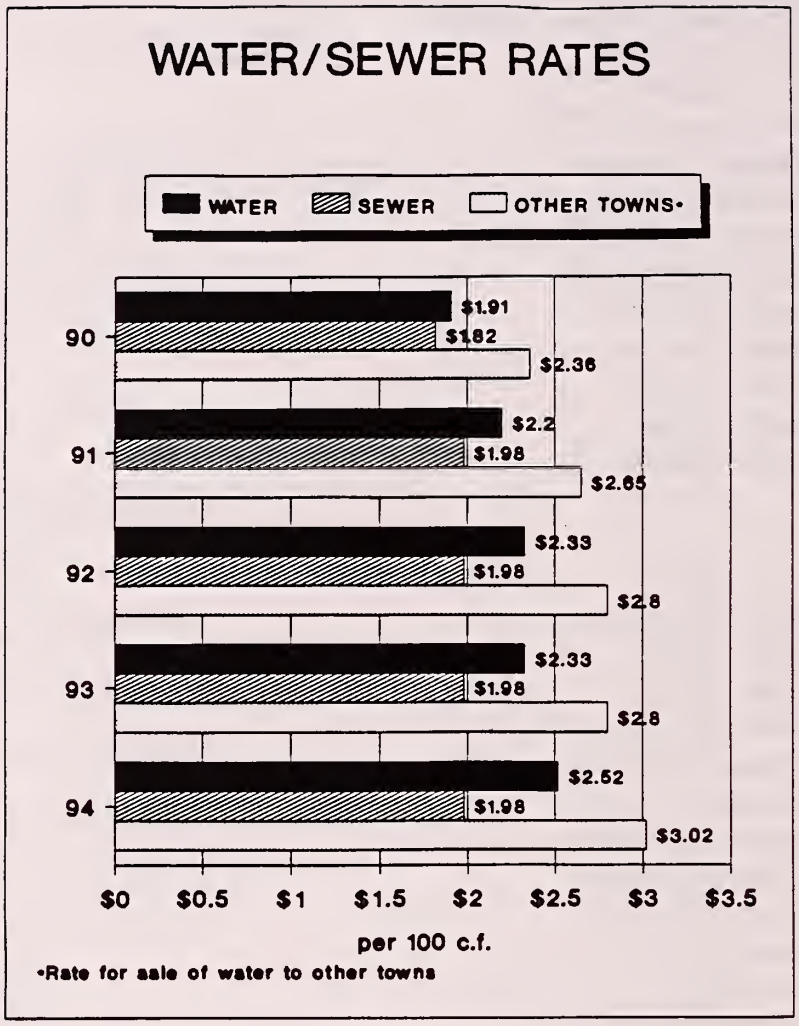
ARTICLE	PROJECT NAME	AUTHORIZATION
ART 1A, 1987	WATER TREAT PLANT EXPANSION	65,721.47
ART 18, 1985	SEWER SYSTEM IMPROVEMENTS	1,160,000.00
ART 37, 1987	WATER MAIN CONSTRUCTION	980,000.00
ART 20, 1989	SHED TEMPORARY CLASSROOMS	90,000.00
ART 25, 1989	ANDOVER HIGH SCHOOL ROOF	120,000.00
ART 33, 1989	SEWER–NORTH STREET	55,000.00
ART 46, 1992	WATER MAIN CONSTRUCTION	1,170,000.00
ART 52, 1992	SIDEWALK IMPROVEMENTS	100,000.00
ART 53, 1992	BANCROFT PUMPING STATION	500,000.00
ART 55, 1992	SCHOOL COMMITTEE – PLANNING	220,000.00
ART 1A, 1992	SCHOOL REMODELING	2,400,000.00
ART 2A, 1992	SCHOOL CONST/RECONST	400,000.00
ART 46, 1993	WATER PUMP STATION PUMP REPAIR	150,000.00
ART 62, 1993	CONSERVATION	1,000,000.00
		8,410,721.47

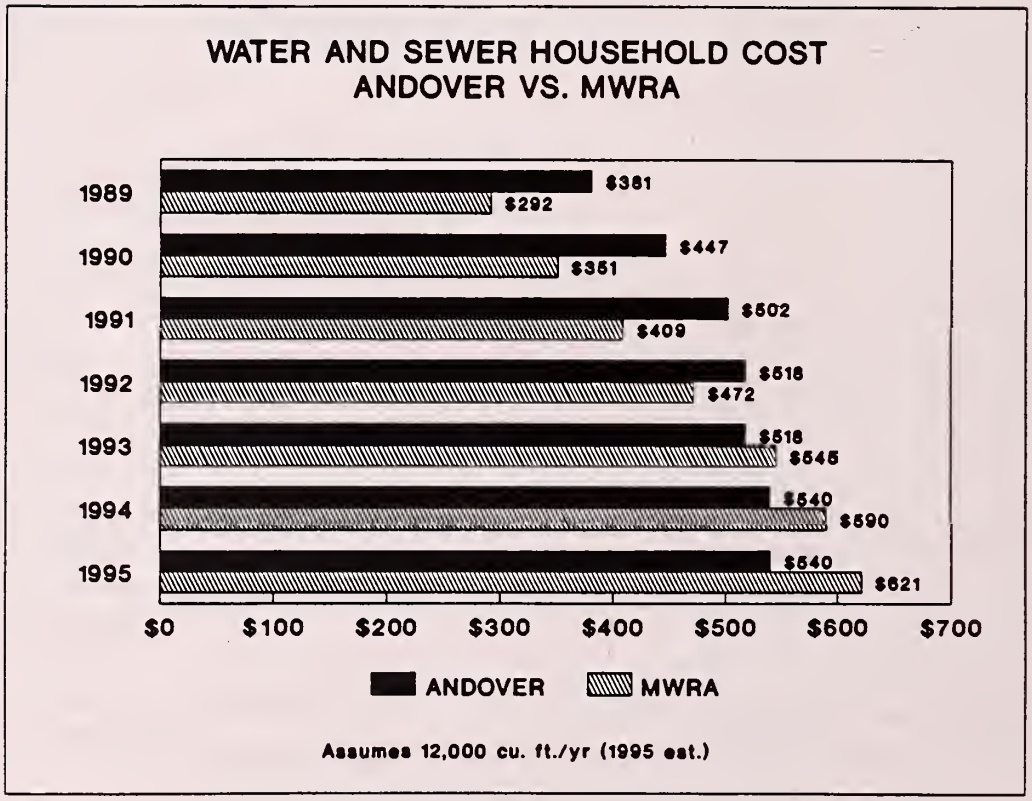
	FY93 SEWER	FY93 WATER
BUDGETARY BASIS- TAX RECAPITULATION		
FY 1993 BUDGET AMOUNT	2,194,000	4,406,000
FY 1993 COLLECTIONS (Detail below)	2,123,234	4,408,030
SURPLUS/(DEFICIT)	(70,766)	2,030

CASH BASIS		
REVENUES		
Rate Collections	1,944,627	4,165,827
Water Service Lines		70,685
Water Connection Fee		80,150
Water Testing Fees		5,580
Liens Added To Taxes	49,148	79,614
Betterment Assessments	109,160	13,247
Committed Interest	24,723	1,648
Refunds	(4,424)	(8,721)
TOTAL REVENUES	2,123,234	4,408,030
EXPENDITURES		
Direct Costs:		
Personal services	129,740	771,188
Ordinary Maint.	59,774	972,803
Sewer Assessment	812,726	0
TOTAL DIRECT COSTS	1,002,240	1,743,991
Indirect Costs:		
Vehicle Maint.	22,082	66,247
DPW Admin.	12,208	58,327
Gen Admin. and Fin.	21,139	126,836
Maint. Admin	3,622	9,055
Motor Vehicle Ins.	5,344	16,031
Comprehensive/Liability Ins.	11,296	129,905
Workmen's Comp.	15,145	47,549
Retirement	40,353	141,236
Health Ins.	16,560	69,297
Engineering	39,925	65,141
TOTAL INDIRECT COSTS	187,674	729,624
Debt Service:		
Loan Interest	336,229	750,652
Loan Principal	439,350	918,000
BAN Interest/Issue expense	12,914	63,279
TOTAL DEBT SERVICE	788,493	1,731,931
TOTAL EXPENDITURES	1,978,407	4,205,546
SURPLUS/(DEFICIT)	144,827	202,484

WATER AND SEWER ANNUAL REPORT

DEBT SERVICE ---FY 1993	PRINCIPAL	INTEREST
SEWER		
ART 19, 1973 WEST ANDOVER	115,000.00	24,552.50
ART 21, 1984 PUMPING STATION	203,250.00	201,115.92
ART 26, 1985 LOWELL STREET	6,750.00	6,679.13
ART 38, 1987 STORM DRAINS	25,000.00	10,300.00
ART 18, 1985 SANITARY SEWER	34,000.00	16,354.00
ART 28, 1989 SANITARY SEWER	55,350.00	54,462.38
ART 32, 1989 STORM DRAINS		3,117.33
ART 33, 1989 NORTH STREET		765.33
ART 41, 1991 NORTH STREET		8,720.44
ART 43, 1991 STORM DRAINS		10,162.44
TOTAL	439,350.00	336,229.47
WATER		
ART 8, 1976 WATER RESERVIOR	45,000.00	7,245.00
ART 52, 1983 WATER BONDS	100,000.00	43,375.00
ART 15, 1985 WATER MAINS	55,000.00	45,797.50
ART 16, 9185 WOOD HILL	100,000.00	85,150.00
ART 37, 1987 WATER MAINS	20,000.00	8,240.00
ART 1A, 1987 TREATMENT PLANT	130,000.00	87,235.00
ART 1A, 1987 TREATMENT PLANT	180,000.00	67,747.50
ART 1A, 1987 TREATMENT PLANT	238,750.00	258,157.50
ART 1A, 1987 TREATMENT PLANT	49,250.00	59,711.61
ART 37, 1987 WATER MAIN		9,980.44
ART 46, 1992 WATER MAIN		46,576.44
ART 53, 1992 PUMPING STATION		15,557.11
ART 31, 1989 ENGINEERING SPECS		15,879.11
	918,000.00	750,652.21


WATER/SEWER RATES
WATER
SEWER
OTHER TOWNS*
90
91
92
93
94
$1.91
$1.82
$2.36
$2.2
$1.98
$2.65
$2.33
$1.98
$2.8
$2.33
$1.98
$2.8
$2.52
$1.98
$3.02
$0
$0.5
$1
$1.5
$2
$2.5
$3
$3.5
per 100 c.f.
*Rate for sale of water to other towns


WATER AND SEWER HOUSEHOLD COST
ANDOVER VS. MWRA
1989
1990
1991
1992
1993
1994
1995
$381
$292
$447
$351
$502
$409
$518
$472
$518
$545
$540
$590
$540
$621
$0
$100
$200
$300
$400
$500
$600
$700
ANDOVER
MWRA
Assumes 12,000 cu. ft./yr (1995 est.)

DIRECTORY OF TOWN OFFICIALS
AS OF DECEMBER 31, 1993

ELECTIVE

BOARD OF SELECTMEN

William T. Downs, Ch.	- 1996
Larry L. Larsen	- 1994
James M. Barenboim	- 1994
Charles H. Wesson, Jr.	- 1995
Gerald H. Silverman	- 1995

ANDOVER HOUSING AUTHORITY

Ronald C. Hajj, Ch.	- 1996
John P. Hess	- 1995
Eileen M. Connolly	- 1994
Mary Jane Powell	- 1995
Hartley M. Burnham*	- 1996

* Appointed by Commissioner of Dept. of Comm. Affairs

TOWN MODERATOR

James D. Doherty	- 1994

TRUSTEES OF PUNCHARD FREE SCHOOL

Earl G. Efinger	- 1994
Joan M. Lewis	- 1994
John R. Petty	- 1994
Robert A. Finlayson	- 1994
Donna C. Ellsworth	- 1994
Reverend Calvin F. Mutti	
Reverend James M. Diamond	
Reverend Joseph W. LaDu	

SCHOOL COMMITTEE

Susan T. Dalton, Ch.	- 1994
Susan E. Jenkins	- 1994
Mary Kelvie Lyman	- 1995
William J. Huston, Jr.	- 1995
Richard R. Muller	- 1996

REGIONAL SCHOOL COMMITTEE

Leo J. Lamontagne, Ch., Lawr.
Joseph M. Gleason, Andover
Terrence M. Breen, Methuen
Michael E. Condon, Methuen
Evelyn A. Burke, Lawrence
Robert T. McCann, Lawrence
John J. Caffrey, No. Andover

TRUSTEES, CORNELL FUND

Alcide J. Legendre
John R. Williams
Edwin F. Reidel

APPOINTIVE

TOWN MANAGER - REGINALD S. STAPCZYNSKI
SUPERINTENDENT OF SCHOOLS - DR. MARK K. McQUILLAN

FINANCE COMMITTEE
Donald W. Robb, Ch.
Virginia S. Keaten
Gerald T. Mulligan
Joanne F. Marden
William T. Novelline, Jr.
Margaret I. Jurgen
Anthony J. Sakowich
Donald F. Schroeder
Thomas E. Fardy

PLANNING BOARD
Hooks K. Johnston,Jr., Ch.
Michael H. Miller
Susan A. Alovisetti
Lorene A. Comeau
Paul J. Salafia

TRUSTEES, MEMORIAL HALL LIBRARY
Karen M. Herman, Ch.
Martin Klein
Thomas J. Swift
Laurence J. Lamagna
Ruth M. Dunbar
Karen M. Herman
Maria A. Rizzo
Patricia H. Edmonds
Joseph A. Glasser, Emeritus

BOARD OF ASSESSORS
William J. Krajeski
Archibald D. Maclaren
John R. Petty

TOWLE FUND
Phillip F. Sullivan
Ruth E. Westcott
Marilyn R. Brody

DESIGN ADVISORY GROUP
Ellen A. Zipeto
Donald J. Harding
William B. Maren

MERR. VALLEY PLANNING COMMISSION
Dr. Lawrence S. Spiegel

ZONING BOARD OF APPEALS
Daniel S. Casper, Ch.
Pamela H. Mitchell
Paul Bevacqua
Peter F. Reilly
Carol C. McDonough
Associate Members:
Donald K. Ellsworth
David W. Brown
Alan R. Shulman
John F. Bradley II

BOARD OF REGISTRARS
John R. Williams, Ch.
Carolyn A. Simko
Wendall A. Mattheson

CONSERVATION COMMISSION
Robert A. Pustell, Ch.
Donald D. Cooper
Scott R. Matsumoto
Mark S. Curtin
Judith M. Chupasko
Paul J. Finger
Janet L. Smith

BOARD OF HEALTH
Dr. Douglas Dunbar
Dr. Stephen Loring
Frederick M. Childs

GR. LAW. SANITARY DISTRICT
Robert E. McQuade

HISTORICAL COMMISSION
John S. Sullivan, Ch.
Karen M. Herman
Norma A. Gammon
Ellen A. Zipeto
Stephen W. Kearn
John S. Dugger
Frank J. Byrne
Phillip K. Allen, Ch. Emeritus

ANDOVER CULTURAL COUNCIL
Ron Wackowski, Ch.
John F. Zipeto
Margaret A. Pustell
Teresa Morgan
Anne M. Sullivan
Gail L. Ralston
Selma P. Flieder
Diane Pitochelli

COUNCIL ON AGING

Dorothy L. Bresnahan, Ch.
Helen A. Watkinson
William L. Lane
Doreen Correnti
Paul L. Twomey
Oscar Rosenberg
Arthur W. Smith
William Mueller
Doris Hudgins
William T. Ryan
Thomas F. Powers, Emeritus
Robert P. Kenney, Emeritus

RETIREMENT BOARD
William T. Downs
Mary Kelvie Lyman
Rodney P. Smith

SCHOOL BUILDING COMMITTEE
James M. Marsh, Ch.
Marjorie E. Dennis
Nancy O. Stolberg
John W. Ferguson
J. Matthew Lennon
Allan M. Clarke
Vincent A. Chiozzi, Jr.*
*School Committee's Designee

CABLE ADVISORY COMMITTEE
Annetta R. Freedman
John R. Dempsey
Barbara Worcester
James P. Murphy
James M. Lyman

INDUSTRIAL DEV. FINANCING AUTHORITY
Dr. Lawrence S. Spiegel
Michael W. Morris
Thomas J. Swift
Paul W. Cronin
Robert A. Finlayson

PATRIOTIC HOLIDAY COMMITTEE
John J. Lewis
Richard J. Bowen
John C. Doherty
Harold F. Hayes
John W. Milne
Edward J. Morrissey
Edward Cole
William C. MacKenzie
James Deyermond

350TH ANNIVERSARY COMMITTEE

Norma A. Gammon, Ch.
James D. Doherty
Robert W. Phinney
Mary L. Ordman
Gail L. Ralston
Martha H. Schmidt
Charles H. Murnane, Jr.
Margaret R. Cronin
Robert J. Macartney
Karen M. Herman
Edward Cole
Frederick Cummings
Debora J. Jones
John S. Sullivan
Bernice M. Haggerty
David F. Lynch
George W. Corkery, Jr.
Virginia M. Corkery
Richard T. Sayers
Joanne M. Sayers
Stephen W. Kearn
Frederic A. Stott
Ann E. Constantine
V. David Rodger
Virginia L. Begg

DEVELOPMENT & INDUSTRIAL COMM.
Dr. Lawrence S. Spiegel
Robert A. Finlayson
Thomas J. Swift
Paul W. Cronin
S. Joseph Hoffman

HOUSING PARTNERSHIP/FAIR HOUSING
David Hastings
Christopher D. Haynes
Lorene A. Comeau

BALLARDVALE HISTORICAL DISTRICT STUDY COMMITTEE

Timothy W. Barash, Ch.
Richard H. Moody
Bernice M. Haggerty
Ruth A. Sharpe
Charles H. Murnane, Jr.
Roy D. Umanzio
Jane E. Griswold
John Dugger, Alternate

TOWN OF ANDOVER DEPARTMENT/DIVISION HEAD DIRECTORY

Animal Inspector. . . . . .Richard D. Lindsay, D.V.M.
Civil Defense Director. . . . . James F. Johnson
Community Development Department
  Director of Health . . . . . Everett F. Penney
  Director of Planning. . . . . Stephen L. Colyer
  Conservation Administrator . . . . . James A. Greer
  Inspector of Buildings. . . . . Kaija M. Gilmore
  Electrical Inspector. . . . . Richard J. Salenas
  Plumbing, Gas & Sewer Inspector . . . . . Bruce P. Hale
Council On Aging. . . . . Sharon L. Souza
Finance and Budget Director . . . . . Anthony J. Torrisi
  Chief Assessor. . . . . William J. Krajeski
  Collector/Treasurer . . . . . David J. Reilly
  Data Processing Manager . . . . . Barbara D. Morache
  Purchasing Agent. . . . . John W. Aulson
  Veterans Service Agent. . . . . John J. Lewis
Fire Chief. . . . . Harold F. Hayes
Housing Authority Executive Director. . . . . Nancy M. Marcoux
Municipal Maintenance Director. . . . . James J. Brightney
  Building Superintendent . . . . . Kenneth H. Parker
  Forester (Cemetery, Forestry, Parks). . . . . James M. Bamford
  PHE/Vehicle Maint. Superintendent . . . . . James J. Brightney
Personnel Director. . . . . Candace Hall
Police Chief. . . . . James F. Johnson
  Animal Control Officer . . . . . Wayne D. Nader
  Deputy Game Warden. . . . . Eugene A. Zalla
Public Works Director . . . . . Robert E. McQuade
  Highway Superintendent. . . . . John F. Canavan, Jr.
  Town Engineer . . . . . Robert E. McQuade (Acting)
Memorial Hall Library Director. . . . . James E. Sutton
Superintendent of Schools . . . . . Dr. Mark K. McQuillan
Town Accountant . . . . . Rodney P. Smith
Town Clerk . . . . . Randall L. Hanson
Town Counsel. . . . . Thomas J. Urbelis
Town Manager. . . . . Reginald S. Stapczynski

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HOW TO REACH YOUR ELECTED OFFICIALS

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United States Senators:

The Honorable Edward M. Kennedy (D)
2400 John F. Kennedy Federal Building, Boston, MA 02203
(617) 565-3170
SR-315 Russell Senate Office Building, Washington, DC 20510
(202) 224-4543

The Honorable John F. Kerry (D)
One Bowdoin Square, Boston, MA 02114
(617) 565-8519
SR-362 Russell Senate Office Building, Washington, DC 20510
(202) 224-2742

United States Representative:

Honorable Martin T. Meehan (D)
Fifth Congressional District
11 Kearney Square, Lowell, MA 01852
(508) 459-0101
1216 Longworth House Office Building, Washington, DC 20515
(202) 225-3411

State Senator:

John D. O'Brien, Jr. (D)
Second Essex & Middlesex District
107 High Street, Andover, MA 01810
State House, Room 520, Boston, MA 02133
(617) 722-1612

State Representative:

Gary M. Coon (R)
Seventeenth Essex District
C-1 Colonial Drive, No. 6, Andover, MA 01810
State House, Room 541B, Boston, MA 02133
(617) 722-2489

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HOW CAN WE HELP YOU?

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Mailing Address:

Town Offices, 36 Bartlet Street, Andover, MA 01810

Business Hours at the Town Offices:

8:30 A.M. - 4:30 P.M. Monday - Friday
(Building Division - 8:00 A.M. - 4:00 P.M.)

Telephone Numbers:

Town Offices	470-3800
DCS Classes & Activities	470-3800 ext. 280
Department of Public Works	475-6980
Police Department	475-0411
Fire Department	475-1281
Emergency - Police/Fire	475-1212
Memorial Hall Library	475-6960
Senior Center	470-3800
Superintendent of Schools	470-3800 ext. 401
Personnel Office	470-3800 ext. 408

Andover's Population: 30,239 **Square Miles:** 32

Recycling:

Curbside Pickup: Every other week - recyclables (glass - clear, green & brown - newspapers, magazines, and steel & tin cans - crush/flatten) will be collected on the same day as the trash collection. Place recycling bin curbside by 7:00 A.M. on your pick up day.

Recycling information & complaints: Call Waste Management, Inc. 1-800-562-0321

Recycling Site: Third Saturday of each month at West Middle School from 9:00 A.M. to 1:00 P.M. Plastics (#1 & #2) and aluminum materials.

Compost Site: High Plain Road (Bald Hill area). Leaves and grass clippings. Open year round for walk-ins, drive-ins as announced in local newspapers.

Rubbish Complaints or Inquiries: Vining Disposal at 1-800-432-9996

Pothole or Snow Removal Complaints: Highway Division at 475-3580 or Dept. of Public Works at 475-6980

How to dispose of an applicance: Appliances can no longer be left curbside with your trash - their disposal is the homeowner's responsibility. Suggestions for disposal: call Massachusetts Electric Company's Appliance Recycling Program at 1-800-962-3939, hire a private contractor or check with the company where your new appliance was purchased to see if they will take the old appliance.

Andover's Tax Rate: $15.14 - Residential and Open Space
$22.78 - Commerical/Industrial & Personal Property

When are taxes due: Taxes are due quarterly on the following dates:

August 1st - November 1st - February 1st - May 1st

Excise tax information: Call Assessor's Office at 470-3800 ext. 305

Town Meeting and Election: Town Election is held the fourth Monday of March. Andover has an Open Town Meeting which is generally held three weeks following the Town Election.

Voter Registration Information: Town Clerk's Office 470-3800 ext. 320

Where to obtain a Birth Certificate: Town Clerk's Office

Where to obtain a Marriage License: Town Clerk's Office

Where to obtain a Fishing & Hunting License: Town Clerk's Office

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WE WOULD LIKE TO HEAR FROM YOU

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The Board of Selectmen and Town Manager welcome your ideas and comments about our municipal services and policies, or any general comments you may have about the Town of Andover. Please let us know what you think on this survey and return it to:

TOWN MANAGER'S OFFICE
TOWN OFFICES
36 BARTLET STREET, ANDOVER, MA 01810

William T. Downs
Chairman, Board of Selectmen

Reginald S. Stapczynski
Town Manager

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Tell us one thing that you really like that the Town does.

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Tell us one thing that you would like to see improved upon.

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_____
Name and address
(Optional)

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VISION STATEMENT

The Town of Andover, more than a place to live, is a way of life. Its legacy of democracy shall be preserved. Each citizen should experience the treasures of nature, history, individual respect, neighborhood, and learning. As resources and energy allow, each of these gifts from the past will be enriched in the present for those yet to be.

TOWN OF ANDOVER BOARD OF SELECTMEN